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CONNECT TO SUCCESS CONSULTING PROGRAM  
SPLENDIDA WEDDINGS  
Marketing Plan

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## **Executive Summary**

The objective of the present thesis is to provide marketing insights for the brand Splendida Weddings for it to achieve a consolidated position in the market. Splendida Weddings is a company that designs and plans weddings with a focus on foreign couples.

In the first place, an internal and external analysis was performed using several frameworks to deeply understand the company, its competitors, the clients and the market context. This analysis was carried out for Portugal and for international market consumers and competitors' trends. Afterwards, the market was segmented to determine which group of clients SW would serve the best and, therefore, target them. The company's points of difference were disclosed and applied to create a unique selling proposition.

Moreover, using the marketing mix 7 P's framework, strategic orientations about how to deliver value throughout the service in an optimized way were provided.

Lastly, in order to comprehend the viability and profitability of the project as well as the marketing campaigns designed for the brand, the Net Present Value was calculated under three different scenarios that may happen accordingly with the context of the market.

## **Glossary**

C2S = Connect to Success

INE = Instituto Nacional de Estatística

CPC = Cost per click

LGBT = Lesbian, Gay, Bisexual, Transgender

CPI = Consumer Price Index

NPV = Net Present Value

CPM = Cost per mille

SEO = Search Engine Optimization

GDP = Gross Domestic Product

SW = Splendida Weddings

## **1. Methodology**

In the formulation of the present marketing plan the following methods were used:

- Several in-depth in-person and skype interviews with Splendida Wedding's (SW) owner to get first-hand data about SW current situation and business model.
- Second-hand data collection and analysis to get information about the wedding market not only in Portugal but also in other countries. Data was collected from sources such as The World Bank and INE. Further analysis was done to determine the viability of the targeted segments and the nationalities chosen.
- Academic analysis tools, such as SWOT and Porter's Five Forces Analysis, were used to further analyze the company, the market and the competitors.
- Several e-mails were sent in order to obtain useful information for SW to run its business in a way that best fits the wedding market in Portugal. Two mystery client e-mail accounts were created in order to get the prices of the direct and indirect competition in Portugal and in the targeted countries. In order to try to establish partnerships for SW, several e-mails were sent to weddings suppliers (i.e. *quintas*, hotels, florists, caterers, etc.), national and international wedding directories, magazines, wedding fairs, embassies, websites and associations related with the segments targeted. The questions related with the terms of the partnerships sent to the professionals are present in exhibit 1.

In addition to the primary appendices, supplementary annexes (exhibits) are provided in an additional file in order to complement the presented thesis.

## **2. Situation Analysis**

### **2.1 Internal**

**Type of legal Entity:** *Splendida Weddings* brand is owned by Nikolina & Leonardo, Lda. SW is a “*sociedade por quotas*” created at 06/07/2016. 51% of the company is owned by Nikolina

Mujic da Silva, who is the Managing Partner and wedding planner, designer and stylist. The rest is owned by her husband, Leonardo da Silva (Racius, 2016).

**Mission and Vision:** SW is a full excellence service company. Its mission is to provide to its clients intimate luxury weddings, creating memorable experiences to the couples and guests. Its vision is to become the client's first choice and a reference in the wedding industry for services of wedding planning, design and styling.

**Services offered:** SW provides a service of full wedding planning, design and styling for destination wedding couples. As a planner, the owner handles the logistics of the wedding, from hiring the vendors to controlling the budget. By being a wedding designer and stylist, she plans everything related to the aesthetic feel of the wedding, from the flowers to the lightning, creating the whole concept for the event (Shoen, 2016). The regional areas where SW provides the weddings are Cascais, Lisbon, Oeiras and Sintra.

**Accomplishments:** In 2016, SW performed two weddings. These provided SW with a market share of 0,19%<sup>1</sup>. With the first wedding, the company earned 1.500€ and, with the second, it earned 2.000€. SW has a third deal closed for 2017 where it will earn 2.800€. Other recent accomplishments are related to the fact that SW was invited to be present at the “Exotic Wedding Planning Conference”, which took place in November 2016, in Barcelona, and participated as a speaker in two entrepreneurship conferences organized by DNA Cascais and Citeforma Lisbon.

**Resources:** SW has a limitation regarding human resources since it only has one employee, which is the owner. Therefore, the number of weddings per year that can be accepted is limited, unless SW recruits more workers. This will allow the managing partner to focus more on the planning and designing of the main concept that will be applied later. However, the fact that the owner is the one to take care of the whole process ensures SW's high patterns of quality.

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<sup>1</sup> Of the total number of 1.057 destination weddings

Concerning financial resources, SW does not have total freedom in using or accessing capital to spend in all marketing campaigns that could be beneficial for the company. SW has a very important 3D tool called “3D EVENT Designer” that allows 2D and 3D interactive floor plans, buffet diagrams and seating charts and has a wide-ranging furniture and décor items to customize. Additionally, SW also uses “AISLE PLANNER” software, which can be used as a business, planning, design and collaboration tool for wedding professionals.

**Collaborators Network: *Target Customers/ Suppliers/ Business Relationships:***

The customers targeted are destination couples belonging to the upper and upper-middle class with expectations of high quality patterns. Catering companies, venues, florists, photographers and videographers, entertainment professionals and other wedding suppliers are the main potential partnerships. The suppliers’ partnerships established following the first wedding SW performed were with the private venue “Villa Recife”, where the wedding took place, the catering company “Tempero de Alegria”, Silvia Martinez Photography and Toze Canaveira Photography.

**Keys to success:** SW tries to connect with the best suppliers in the market and establish the most profitable relationship for both parts as well as for the couples. Besides, SW’s wedding planner has a 3D software that allows clients to visualize the result that will be put into practice in their wedding day regarding set ups and decoration. This is a differentiation point since many companies are only able to show their work at the wedding day and, with this tool, couples are able to visualize before the wedding how all environment is being prepared.

SW’s wedding planner has many certificates that attest her competencies to provide this service, such as the UK Academy of Wedding and Event Planning Certificate. Moreover, she was attested as InterNations Community ambassador of Lisbon and Cascais. A big differentiator point is that SW performs a limited number of weddings per year to be able to give its clients full attention and provide the most customized service possible. To know the clients’ needs and experiences is the main issue while planning a personalized event focused entirely on details.

Getting the client involved in the creative process is essential to achieve creative and accurate ideas.

**Warning Signals:** SW has low brand awareness. For this reason, it needs to invest in efficient communication channels to transmit to future clients the qualifications, experiences, creativity and originality that it is able to offer, in order to differentiate itself from the companies that provide the same services nearby.

The first warning signal is the low financial availability to spend in human resources and marketing activities in order to increase brand awareness. The second is the reduced number of weddings performed so far, which may affect its credibility and hinder the process of achieving good agreements with business partners as well as getting commercial discounts from suppliers.

## **2.2 External**

### **2.2.1 Macro Environment**

#### *PESTLE*

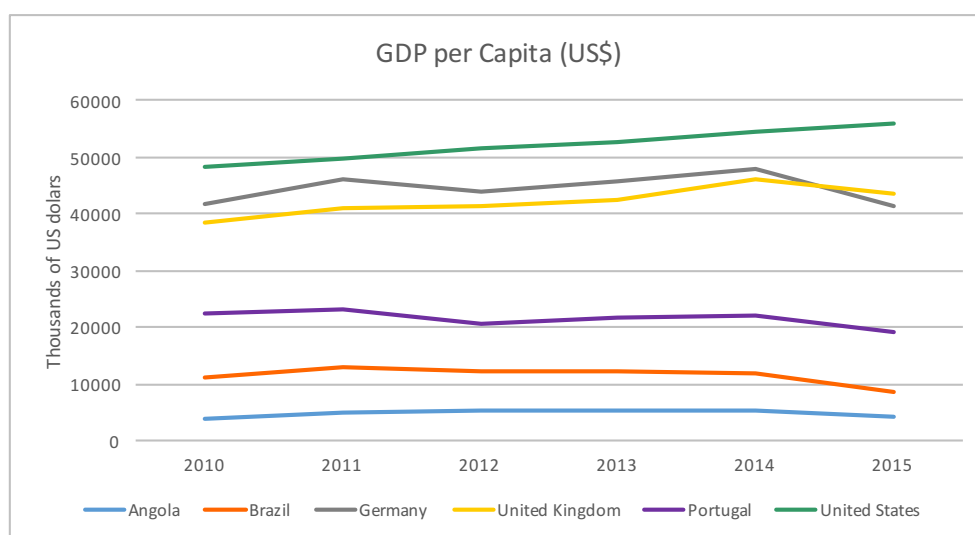
SW has its operations in Portugal. So, it is important to analyze the macro trends that can have an impact on the performance of the enterprise in the country. The marketing environment that the organization currently faces will be evaluated by the PESTLE model.

**Political:** The left parties' coalition formed in Portugal, led by the socialist party, is somehow seen as controversial across the country and by the European Union leaders, which turns the Portuguese political system somehow unstable and seen by investors as a country not so favorable to invest in. Concerning the bureaucracies needed to open a company, Portugal implemented an initiative of administrative modernization called "Empresa na hora" that simplifies the relationship between companies and the public administration, which facilitates the process of starting a business (Empresa na hora, 2016).

**Economical:** Projections made by the Bank of Portugal indicate a moderate economic recovery over the period of 2016-2018. The average growth of GDP (Gross Domestic Product) should

be 1,5% in 2016, growing to 1,7% in 2017 and declining to 1,6% in 2018, which indicates a GDP level still lower than the one observed before the international financial crisis in 2008 (Banco de Portugal, 2015).

In the following graph, it is possible to observe the differences between Portugal's GDP per capita and the GDP per capita of the countries where SW plans to attract clients (which are Angola, Brazil, Germany, the United Kingdom (UK) and the United States of America (USA)). Portugal's GDP per capita in 2015 (19.222,9356 thousands of US\$) is below the GDP per capita of most targeted countries, except for Angola and Brazil (The World Bank, 2016). Therefore, it is possible to perceive that SW can benefit from the wealth that consumers in other countries have (see graph 1).



**Graph 1 - Evolution of the GDP per capita of the targeted countries**

Portugal's GDP per capita growth rate has been growing since 2012, reaching a 1,97% growth in 2015 and surpassing the other countries in terms of growth (The World Bank, 2016) (see exhibit 2).

The Consumer Price Index (CPI) was used because it represents the purchasing power of a country. By knowing the value of a currency expressed in terms of the amount of goods or services the unit of money can buy, it is possible to evaluate the potential of the targeted countries of being able to hire SW's services (Investopedia, 2016; Trading Economics, 2016).



Portugal has the lowest CPI in 2015 (107 index points), after Germany, when compared to the other targeted countries (The World Bank, 2016) (see exhibit 3).

While analyzing the destination weddings market, it is possible to believe that Italy or France can be compared to Portugal in terms of landscapes, gastronomy or history. However, Portugal can provide the same wedding service quality with more competitive prices.

**Social:** Nowadays, the new generations require more personalized types of wedding ceremonies. Millennials, the ones that are now at the “wedding age”, demand for difference and pay much more attention to, for example, signature cocktails, personalized hashtags or intimate wedding days. For this reason, it becomes almost mandatory to hire a wedding planner to take care of all the details. Furthermore, globalization and human mobility allow people to travel all over the world with few restrictions. Destination weddings are a way for couples and guests to get away from their routines and experience new cultures and countries. Portugal is an attractive destination for weddings since Portuguese people are considered very hospitable and kind with all nationalities, cultures and races. Given that one of SW’s targeted segments is the LGBT (Lesbian, Gay, Bisexual, Transgender) community, it is important to underline that homosexuality has been allowed in Portugal since 1982. Since 2010, LGBT couples are free to marry in the country. In fact, according to ILGA (International Lesbian, Gay, Bisexual, Trans and Intersex Association) Europe, Portugal is in 4<sup>th</sup> place in the ranking of the most LGBT friendly countries in Europe (Rainbow Europe, 2016). This turns Portugal into a “gay friendly country”. In addition, this ranking takes into account the laws and policies of each country. In order to perform an analysis of the most recent numbers, the next table presents a summary of the weddings occurred in 2015 on SW’s areas of activity (see table 1).

**Table 1: Number of weddings by nationality and registration area**

Location	Year: 2015			
	Total	Between Portuguese citizens	Between a Portuguese and a foreigner	Between foreign citizens
Portugal	32.393	27.573	3.763	1.057
Mainland	30.697	26.070	3.661	966
Cascais	505	397	92	16
Lisbon	2.753	1.885	735	133
Oeiras	376	304	68	4
Sintra	938	688	213	37

Source: INE Casamentos celebrados (N.º) por Local de registo (NUTS - 2013) e Nacionalidade dos cônjuges; Anual.

In 2015, 1.057 foreigners celebrated their weddings in Portugal. Specifically, if taken into account the nationalities that SW intends to target, it is possible to see that 4 Angolans, 133 Brazilians, 15 UK citizens, 8 Americans and 138 Germans got married in Portugal in 2015. Regarding the LGBT community, there were 350 weddings in Portugal in 2015<sup>2</sup>. Specifying by the area where SW provides its services, 96 occurred in Lisbon, 8 in Cascais, 9 in Oeiras and 16 in Sintra (INE, 2016).

In the next table, it is presented a summary of the number of guests that stayed in hotels, villages, apartments and other type of accommodation in Portugal (by country of residence) between 2008 and 2012 (see table 2).

**Table 2: Number of guests in Portugal by country of residence (thousands)**

Countries	Years				
	2008	2009	2010	2011	2012
UK	1.413,6	1.095,3	1.111,2	1.243,9	1.293,2
Spain	1.301,0	1.348,2	1.375,8	1.377,7	1.215,8
Germany	777,6	721,5	728,8	740,1	809,1

<sup>2</sup> Information provided by INE via e-mail

France	571,8	563,4	574,8	658,7	740,3
Brazil	312,1	274,6	373,8	454,8	494,9
Netherlands	367,2	335,0	351,6	388,3	408,1
Italy	381,2	328,8	365,4	383,8	353,0
EUA	240,2	238,4	266,2	278,3	303,3

Source: Turismo de Portugal – Anuário das Estatísticas de 2012.

The most recent statistic data made available by *Turismo de Portugal* shows that Brazil, Germany, the UK and the USA are among the eight countries that most visited Portugal between 2008 and 2012, with the UK in the top of the ranking (Turismo de Portugal, 2012). It is also important to point out that, even though Angola is not present in the previous table, Brazil and Angola are former Portuguese colonies, which means they both have strong ties with Portugal.

**Technological:** The number of connected devices is expected to increase at an annual compound rate of 23,1% between 2014 to 2020. Only the companies that are able to keep up with this evolution will be able to grow. The benefits of the internet of things for companies are associated with cost savings, better streams of data, more productivity and new or better customer experience (Forbes, 2016).

In the world, there are now 1.1 billion buyers, spending more than 2 trillions dollars but there is still a vast opportunity for Portuguese companies to take advantage from e-commerce across borders (ACEPI, 2015).

Moreover, more than half of the engaged couples read wedding blogs and the majority of them make their web searches for wedding planning on smartphones (American Market Association, 2015). SW has to keep up with these trends to catch the attention of destination weddings clients to increase their value perception.

**Environmental:** Portugal has some particularities that turn destination weddings into a business with potential. These particularities are the appealing landscapes from north to south that can be cities, beaches or countrysides with a few kilometers of distance. Cultural events or

buildings, good food and sunny weather are other attractive features. Moreover, in 2016, the international group of wedding planners, Belief IWP, elected Lisbon as one of the top 10 destinations in the world to get married (Turismo de Lisboa, 2016).

**Legal:** As of May 31<sup>st</sup>, it started to be allowed the marriage between people of the same gender according to the Portuguese law 9/2010 (INE, 2015). The documents required for foreign citizens to get married in Portugal are the following: Birth Certificate and Matrimonial Capacity Certificate duly legalized by the General Consulate of Portugal in the issuing country, accompanied by a translation under the legal terms, and the display of the valid identification documents (i.e. Passport). To start the marriage process, the spouses must go personally or through a prosecutor to the conservatory to organize the respective process accompanied by the necessary documents and, on the same day, indicate the date and the intended place of the wedding. Civil marriages can be celebrated in the conservatory or outside, with the fee varying accordingly. Without the marriage process organized, analyzed and authorized, it is not possible to guarantee any date for the marriage. Also, if foreign spouses do not speak Portuguese, it is mandatory the presence of an interpreter for the marriage process and celebration of the act<sup>3</sup>.

### **2.2.2 Micro Environment**

#### *Market Size Estimation*

When making an estimation of the market size in relation to the wedding planning and design industry, one needs to take into consideration several factors. First of all, SW's main purpose and mission is to plan destination weddings and serve the couples' needs. However, since the company is still at an early stage in its history, it is also accepting to provide wedding planning services to couples coming from the national market (Portuguese market). Moreover, its area of action is Lisbon, Cascais, Oeiras and Sintra. Keeping these factors in mind, it was done an analysis of the number of weddings that have occurred in the last five years in Portugal, and

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<sup>3</sup> This information was provided by e-mail by *Conservatória do Registo Civil de Lisboa*

more specifically in 2015 in Lisbon, Cascais, Oeiras and Sintra. In addition, it was also taken into consideration the couples' nationality. This information is shown in the next table (see table 3).

**Table 3: Number of weddings celebrated in Portugal by registration area between 2011 and 2015**

Location	Years				
	2015	2014	2013	2012	2011
Portugal	32.393	31.478	31.998	34.423	36.035
Mainland	30.697	29.922	30.350	32.659	34.112
Cascais	505	505	493	460	555
Lisbon	2.753	2.676	2.733	2.898	2.636
Oeiras	376	424	472	497	499
Sintra	938	899	834	903	973

Source: INE Casamentos celebrados (N.º) por Local de registo (NUTS - 2013) e Mês de registo; Anual.

After a careful examination, it is possible to notice that although the number of weddings in Portugal has been steadily declining since 2011 until 2014, in 2015, there was an increase of 915 in relation to 2014, constituting a growth of 2,9%. Moreover, when observing the data already available for the first semester of 2016 (see table 4), it is shown that from January to June of 2016, 11.577 weddings have been registered in Portugal, while in the first semester of 2015, there were only 11.364 registered weddings (INE, 2016), which represents a 1,87% growth rate when comparing the first semesters. It should be noted that the numbers being analyzed correspond to the official registered weddings on the civil registry. However, there are couples that perform just a wedding simulation, which does not imply an official registration and, therefore, the number of weddings is underestimated.

**Table 4: Number of weddings celebrated in Portugal in the first semester of 2016**

Location	Period (2016)					
	June	May	April	March	February	January
Portugal	3.309	2.815	1.872	1.383	1.064	1.134
Mainland	3.149	2.689	1.769	1.285	975	1.051

Source: INE Casamentos celebrados (N.º) por Local de registo; Mensal.

The cost of a wedding varies significantly between countries as can be seen in the following table (see table 5).

**Table 5 – Average cost of a wedding in the targeted countries**

Country	Angola	Brazil	Germany	UK	USA
Average cost (€)	20.871,58	11.211,4	28.270	24.152,86	29.059,43

Source: The Wedding Report, Exame Brasil, Ratbeger Hochzeit, Immediate Media Co. and CNN Money, respectively

However, in order to make an estimation of how much revenues this industry might make as a whole in Portugal, this analysis was followed by a study of the average cost of a wedding in Portugal. It should be noted that these numbers represent the total average of the wedding costs, disregarding the number of guests. In Portugal, the average wedding cost for 2014 was between 20.000€ and 25.000€ (Economias, 2016), thus assuming an average of 22.500€ per wedding. Comparing to the other countries, except for Angola and Brazil, the couple may save money by performing their wedding in Portugal. Nonetheless, one may not forget that SW's clients should spend above the average as they are mostly from the upper and upper-middle class.

Making an assumption that the national market of weddings will follow the growth rate of 1,87% mentioned above, the calculations will take into account this possibility. As such, as to estimate the market size, only the number of weddings in Lisbon, Cascais, Oeiras and Sintra for 2015 were used, and the following calculations were done:

$$\text{Market Size} = \text{Number of weddings} \times \text{growth rate} \times \text{average cost of wedding} \quad (1)$$

which translates to:

$$103.629.295\text{€} = 4.572 \times 1,0187 \times 22.250$$

The size of the wedding market for 2016 is approximately 103.629.295€.

However, the size of the wedding planning industry market is smaller. After analyzing the competitors, it was found that, on average, they charge 2.487€. Due to this, and following the same logic as before, the wedding planning market size can be calculated as follows:

$$\text{Market Size} = \text{Number of weddings} \times \text{growth rate} \times \text{average price of service} \quad (2)$$

which translates to

$$11.583.193,55\text{€} = 4.572 \times 1,0187 \times 2.487$$

The size of the wedding planning market is 11.583.193,55€.

### *Porter's Five Forces Analysis*

In the following lines, Porter's Five Forces Model will be used in order to determine the profitability and attractiveness of the wedding industry. According to this framework, the profitability of an industry is influenced by five forces of competitive pressure: three sources of "horizontal" competition (threat of substitutes, threat of new entrants and industry rivalry) and two sources of "vertical" competition (suppliers bargaining power and buyers bargaining power) (Grant, 2010).

**Suppliers Bargaining Power:** The wedding industry is very competitive in terms of suppliers. These include everything from catering to decoration, florists, photographers, music, hair, make-up, wedding cakes and wedding dresses. All these services combined together are crucial for the wedding ceremony to happen and, consequently, for the industry's business. Without them, SW is not able to execute its job, which is to plan and design the whole wedding, bringing together the different services and turning the couple's vision into a reality.

Nevertheless, it is possible to find several companies, both in Portugal and in the international market, offering all the services mentioned above. Some may be more well-established in the market than others, given their experience and connections, but they are all forced to compete

with each other. In addition, there is not much differentiation between their portfolio of services. Therefore, if SW is not able to reach an agreement with a supplier, hiring its services, it may always hire the services of another company, since there is a wide range of choices in the market. Moreover, for small weddings, SW makes the decoration, styling and floral design by itself, avoiding hiring the supplier of that service. This is turning into a common practice in this industry, forcing suppliers to compete with substitutes for the services they sell.

In sum, the bargaining power of suppliers is **medium**, since their importance to the wedding business is high, but there is a large number of companies in the market offering similar services, facilitating the switch between different suppliers. Additionally, with wedding planners becoming more capable of handling the decoration, style and design of the ceremony, suppliers are also facing threat of substitution.

**Buyers Bargaining Power:** Couples have several options at their disposal to plan and manage their weddings. First of all, they may hire a wedding planner (like SW). A wedding planner is someone fully specialized in wedding planning, with professional certifications in the area and, usually, highly dedicated to the couple and their needs. This person takes care of every aspect of the event, from selecting the right vendors, to choosing the venue, coordinating the whole event and helping couples and guests with hotel's booking and transportation.

Secondly, the couple may hire an event planner. Event planners manage and plan all different type of events, from birthday parties to dinners, baptisms, corporate events and weddings. For that reason, they are not specialized only in wedding planning and, hence, do not offer the expertise and quality of a wedding planner. However, they possess experience and knowledge in dealing with all types of suppliers and, as such, they have the necessary tools to organize a wedding ceremony. Therefore, they are a viable option too.

Thirdly, the couple may hire a hotel or a *quinta*. Hotels and *quintas* are not specialized only in wedding planning either. However, they have a vast experience in organizing and managing



events (weddings included). Their peculiarity is that they offer not only the space where the wedding ceremony and/or the reception will happen but also additional services like catering, music, photography and floral arrangement.

Lastly, the couple may choose to plan the event all by themselves (do-it-yourself approach). All they need is to bring together the services required for the wedding ceremony to happen. To help them find the suppliers of the different services, there are several online directories, which show a list of all the companies existing in the country by location and category. Hotels, *quintas* and restaurants are also listed. In Portugal, for example, it is possible to find “The Destination”, “Simplesmente Branco” and “Zankyou”.

In sum, the bargaining power of buyers is **high**, since they have a wide range of options, they are well informed about each one of them (including the services offered and prices) and they may choose according to their preferences and available budget.

**Threat of new entrants:** This market has low barriers to entry since creating an event management company (in which wedding planning is included) does not require licensing and the capital requirements are low (Portal do Licenciamento, 2016).

The major problem of new entrants is their lack of experience as well as the lack of visibility (among so many competitors) and the lack of a network of contacts. Without these elements, it may be difficult for them to find and attract the right suppliers and to establish partnerships. Therefore, it can be difficult to create a portfolio of services comparable to the portfolio of the competitors who are established in the market for decades and already have a well-known reputation. In addition, since, in this industry, services are not much differentiated, new entrants have to compete with the brand recognition of established firms. To solve that problem and reach the same levels of brand awareness as the competition, they may need to invest on promotion and advertising. Furthermore, in this market, the contact with the clients is usually a

one-time event, since they only get married once. So, the only possibility to be re-hired by them is if they decide to renew their vows, which only happens several years later.

In sum, the threat of new entrants is **high**, since there are low legal, governmental and capital requirements, but they may face some challenges regarding getting the right partners as well as the visibility and the clients they need.

**Threat of substitution:** As previously mentioned, in alternative to hiring a wedding planner, wedding couples can organize the wedding ceremony by themselves. However, it also brings a major drawback. There will not be any type of professional help on the wedding day itself to coordinate the entire event, including unexpected situations, which may be stressful for the couple who want to enjoy the ceremony to the fullest without worries.

In sum, the threat of substitution is **medium**, since couples do have alternatives, but they may be unfavorable, since it involves a lot of work and possibly stressful situations.

**Industry Rivalry:** The level of competition in the wedding industry is very intense. There are several companies in the market competing with each other and it is possible to say that they compete at three different levels: locally, nationally and internationally. In addition, they have about the same resources and they offer a portfolio of services quite similar to each other and to SW's one. This means there is not much differentiation and customers can switch between firms easily. Additionally, low barriers to entry favor the appearance of new firms every day, which only intensifies competition.

It is also important to notice the importance that companies in this market attribute to social networks, being present in almost all of them, from Facebook, to Twitter, Instagram, Google + and Pinterest, and interacting with clients. In addition, they all have a website (and sometimes a blog too), where they post information about their services as well as the firm's contacts and online wedding forms.

In sum, the industry rivalry is **high** since there is a large number of competitors in the market and new ones keep emerging, given the low barriers to entry.

#### *Competitor Analysis<sup>4</sup>*

In the next pages, a competitor analysis will be performed to understand who are SW's main competitors in Portugal, Angola, Brazil, Germany, the UK and the USA. Direct and indirect competitors will be identified.

Direct competition are companies that “use the same channel to sell similar products to the same end user” (Rolnicki, 1998).

Direct competitors are companies offering services of full / partial wedding planning, wedding day coordination, wedding design and styling as well as destination weddings in Lisbon, Cascais, Oeiras and Sintra, since their business negatively affects SW business. The following table presents SW's main direct competitors in Portugal (see table 6).

**Table 6 – Direct Competitors in Portugal**

<u>Name</u>	<u>Creation</u>	<u>Services</u>	<u>Prices (VAT included)</u>
Como Branco (Lisbon)	2010	Wedding Planning	3.950€
		Styling & Invitations	
		Wedding Day Coordination	
		Elopements	
La Key Events (Sintra)		Wedding Planning, Styling & Design	3.075€
		Coordination of additional events	15% of the event total + VAT
		Personalized Consulting Services	
Lisbon Wedding Planner (Cascais)	2010	Full Wedding Planning, Design & Styling	Between 3.000€ and 20.000€
		Destination Weddings in the Lisbon Coast	

<sup>4</sup> The information displayed between tables 5 and 11 was obtained by e-mail and through the competitors' websites

		Post celebrations	From 1.000€
		Vows Renewal Ceremonies	
Rui Mota Pinto (Lisboa)	1992	Full Wedding Planning & Design	Between 2.460€ and 9.225€
		Wedding Legal Advice	Between 98€ and 148€
		Destination Weddings	
Others			
Portugal Weddings Planners		The Wedding Company	Portugal White Weddings
Something Beautiful		Sweetest Bride	Wedlock
Wedmint		Wedwings	My Fancy Wedding
Dream Weddings Europe		Lucyana Sposito	Pratas Wedding Design
Something Borrowed		Fashion Moments	TFY Weddings

“Indirect competition occurs when a business competes with other companies offering products that are not in the same product category but that satisfy similar customer needs” (Burrow, 2009). Therefore, SW’s indirect competitors are *quintas*, hotels, restaurants and *pousadas*, that offer not only the space where the ceremony will happen but also additional services such as catering, decoration, photography, music and flowers. The following table presents SW’s main indirect competitors in Portugal (see table 7).

**Table 7 – Indirect Competitors in Portugal**

<i>Quintas</i>				
<u>Name</u>	<u>Creation</u>	<u>Location</u>	<u>Capacity</u>	<u>Services</u>
The Quinta, My Vintage Wedding in Portugal	1817	Sintra	150 people	Wedding planning / design
Quinta da Barreta	2004	Cascais	300 people	Catering
Casa de Reguengos	2006	Mafra	400 people	Full wedding service (catering, decoration, animation, etc.)
Quinta do Pé da Serra	1980	Sintra	240 people	Catering
Restaurants				

<u>Name</u>	<u>Creation</u>	<u>Location</u>	<u>Capacity</u>	<u>Services</u>
Restaurante Tágide	2007	Lisbon	100 people	Personalized menus, baby sitter service and music
Estufa Real	1999	Lisbon	300 people	Network of partners specialized in music, floral arrangements and decoration
Hotels and Resorts				
<u>Name</u>	<u>Location</u>	<u>Capacity</u>	<u>Services</u>	
Ritz Four Seasons Hotel	Lisbon	700 people	Wedding planning, catering, decoration floral arrangement, music, entertainment, photography, transport and honeymoon	
Grande Real Villa Itália Hotel & Spa	Cascais	280 people	Wedding planning, catering, decoration, animation, transport, photography and invitations	
Pousadas				
Pousada de Cascais	Cascais	300 people	Floral arrangement, decoration, photography, animation, wedding dress, catering, hair and make-up	
Pousada de Lisboa	Lisbon	120 people		
Palaces and Historical Monuments				
<u>Name</u>		<u>Location</u>	<u>Capacity</u>	<u>Services</u>
Palácio Ramalhete		Lisbon	40 people	Catering and Event Planning
Monserate Palace		Sintra	80 people	
Pena National Palace		Sintra	120 people	
Casa dos Penedos		Sintra	250 people	Catering
Palácio do Conde D’Óbidos		Lisbon	300 people	Event Planning

In the following lines, SW's competitors in the targeted countries will be analyzed. The next table presents SW's main competitors in the UK (see table 8).

**Table 8 – Competitors in the UK**

<u>Name</u>	<u>Services</u>	<u>Prices (VAT included)</u>
By Bruce Russell (London)	Wedding Planning, Design & Production	15-20% of the budget with a minimum fee of £18,000
	Wedding Day Coordination	
	Destination Weddings	
	Honeymoons	
<u>Others</u>		
Isabel Smith	Matthew Oliver	My London Wedding Planner
Planned for Perfection	Label' Emotion	Perfect Weddings Abroad
Optimum Weddings by The Wedding Company	Wedding Travel Company	Jessie Thomson
Katrina Otter Weddings	Extraordinary Days	

The next table presents SW's main competitors in the USA (see table 9).

**Table 9 – Competitors in the USA**

<u>Name</u>	<u>Creation</u>	<u>Services</u>	<u>Prices</u> (VAT included)
Kate Whelan Events (California)	2008	Full Wedding Planning	Starts at \$10,000
		Month of Coordination	Starts at \$3,000
<u>Others</u>			
Runaway Bride Destination Weddings		Cristina Verger	Collection 26
Kate & Company		KG Events & Design	

The next table presents SW's main competitors in Brazil (see table 10).

**Table 10 – Competitors in Brazil**

<u>Name</u>	<u>Services</u>	<u>Prices (VAT included)</u>
Aonde Casar (Rio de Janeiro)	Full Wedding Planning	R\$ 10.000,00
	Destination Weddings in Asia, Africa, Europe and America	

<u>Others</u>		
Consûl Eventos	Barbara Grion Assessoria & Cerimonial	Tatiana Mattos – Assessoria Cerimonial
Vanessa Aune Cerimonial	Nani Eventos	

The next table presents SW's main competitors in Germany (see table 11).

**Table 11 – Competitors in Germany**

<u>Name</u>	<u>Creation</u>	<u>Services</u>	<u>Prices</u> (VAT included)
Sarah Linow (Berlin)	2009	Full Wedding Planning	15% of the budget with a minimum fee of 2.500€
		Wedding Day Coordination	69€/hour
<u>Others</u>			
Beautiful Occasions		Ihr Hochzeitsplaner	

The next table presents SW's main competitors in Angola (see table 12).

**Table 12 – Competitors in Angola**

<u>Name</u>	<u>Services</u>	<u>Prices</u> (VAT included)
Wedding Planner Angola (Luanda)	Full Wedding Planning	480.000 kwanzas
	Wedding Day Coordination	

## 2.3 SWOT

In the following table, a SWOT Analysis is performed in order to identify what are the main internal and external factors that affect the company's ability to achieve its strategic goals (see table 13).

**Table 13 – SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
• Personalized service to the client;	• Limited financial resources;

<ul style="list-style-type: none"> <li>• Strong knowledge of Wedding Planning, Design and Styling (accreditation by the UK Academy) and experience in the organization of large events due to past experience at big enterprises;</li> <li>• Knowledge of 3D Event/Wedding Design and creation of projects as well as florist arrangements;</li> <li>• Given that SW wants to cater to intercultural couples, it is an advantage that the owner is part of an intercultural marriage herself, showing affinity to these couples and a more personal connection;</li> <li>• Workshops provided to suppliers to teach them how to act accordingly with the different types of customers.</li> </ul>	<ul style="list-style-type: none"> <li>• New brand, thus lacking popularity and brand awareness, while there are already large players well-established in the market;</li> <li>• Lack of human resources, with only one person managing the business.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Rise in luxury tourism and demand of Cascais, Lisbon, Oeiras and Sintra as places for destination weddings and overall increase of tourism in Portugal;</li> <li>• It is easy to create accounts on social media as a way of promoting the business and attracting clients online;</li> <li>• Price of organization and set-up of the wedding is low in relation to other popular destination weddings countries' averages;</li> <li>• Increase of emigrants that want to come back to Portugal to get married;</li> </ul>	<ul style="list-style-type: none"> <li>• Large number of competitors;</li> <li>• Attractive industry, which means there are always more players trying to enter the market;</li> <li>• Constant innovation in the industry, leading to fast introduction of more sophisticated and price effective services and products;</li> <li>• It is not a Portuguese practice to contract a wedding planner to</li> </ul>



<ul style="list-style-type: none"> <li>• Due to more complex lifestyles and less free-time, the service provided by the wedding planner is becoming more popular;</li> <li>• Increasing desire to have a unique wedding ceremony;</li> <li>• LGBT community is growing and the good acceptance of this community in Portugal may rise the weddings between this group in the country;</li> <li>• Increase of the number of wedding blogs, both in Portugal and in the world, which in a great opportunity for companies who are listed there.</li> </ul>	<p>plan the wedding day. Do-it-yourself is the most usual way to organize this type of events.</p> <p>So, there is a huge range of websites that help consumers and potential clients plan their wedding by themselves;</p> <ul style="list-style-type: none"> <li>• Seasonality of the business.</li> </ul>
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### 3. Marketing Objectives

This marketing plan aims to structure SW marketing strategy for the next five years in order to take advantage of the opportunities in the market and address several issues that SW faces right now.

Firstly, one of the goals of this plan is to establish a defined target for SW, which is clearly a new player in the market. This clear target definition will enable a market attractiveness analysis and a more concise and efficient marketing mix, mainly in terms of promotion and pricing strategy. It will also permit the creation of a unique selling proposition and definition of partnerships that will help SW's business.

Secondly, one of the main objectives is to increase SW's brand awareness in the wedding planning market, not only in Portugal but at an international level as well. This will be accomplished through online advertisement and social media accounts and will be measured by website and social media profiles' traffic as well as number of contacts made by clients.

Finally, SW must increase the number of weddings performed in a year. The goal of this marketing plan is for SW to book approximately six weddings for 2017 and around 15 weddings

a year until 2021. This will enable SW to increase its revenues and establish a stronger positioning in the market, increasing its market share.

#### **4. Segmentation, Targeting and Positioning**

##### **4.1 Segmentation Criteria**

Market segmentation is the process of grouping customers with similar needs, habits, or attitudes. It is a technique commonly used by marketers and businesses in order to identify which segments they can serve efficiently and effectively, focusing their resources on the most attractive opportunities and satisfying a market need (Wood, 2014).

Traditional methods of market segmentation (by age, sex, geography and income level) no longer provide the best direction for market strategy (Harvard Business Review, 1964). Therefore, in the present plan, groups of potential consumers with similar needs, characteristics or behaviors were aggregated.

##### *National Market*

From the total number of weddings registered in Portugal in 2015 (32.393), 11,62% occurred between a Portuguese citizen and a foreign citizen (3.763) and 85,12% occurred between Portuguese citizens (27.573). The occurrence of weddings between Portuguese citizens and foreign citizens has been growing in Portugal, having registered an increase of 209 from 2014 to 2015 (INE, 2016).

Moreover, 1,08% of the total number of weddings registered in 2015 occurred between same-sex couples (350). From these 350 weddings, 127 occurred between males and 223 between females. LGBT weddings have also been growing in Portugal, especially between men, having registered an increase of 13,64% from 2014 to 2015. Furthermore, from the 350 LGBT weddings registered in Portugal in 2015, 66,29% occurred between Portuguese citizens (232) and 25,71% occurred between a Portuguese citizen and a foreign citizen (90) (INE, 2015).

### *International market*

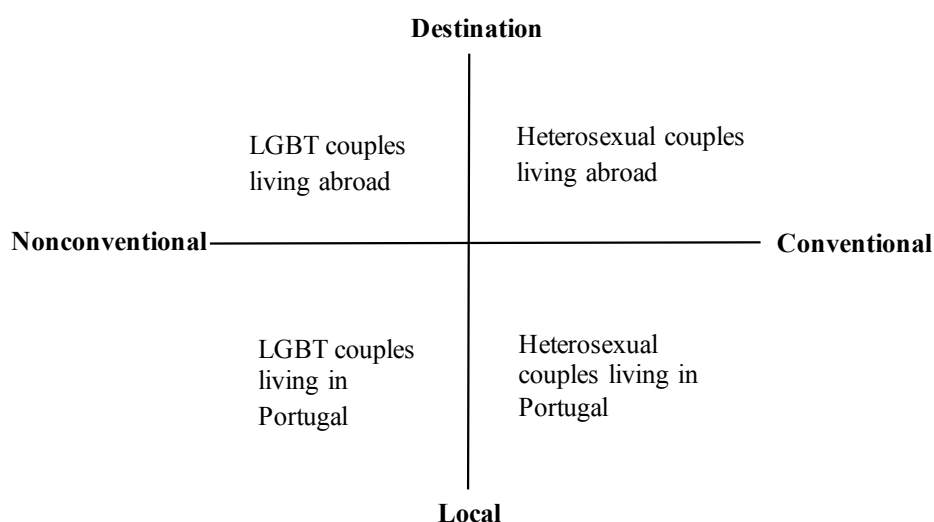
The number of weddings between foreign citizens in Portugal has been increasing over the last years. In 2014, 2,72% of the total number of weddings registered in Portugal occurred between foreign citizens, corresponding to 856 weddings. In 2015, that number increased to 1.057, corresponding to 3,26% of the total number of weddings (INE, 2016).

Besides, from the 1.057 weddings between foreign citizens registered in Portugal in 2015, 162 occurred between individuals of different nationalities (intercultural couples)<sup>5</sup>.

Lastly, from the 350 LGBT weddings registered in Portugal in 2015, 8% occurred between foreign citizens (28). LGBT couples who got married in Portugal in 2015 were mainly from Italy (82) and Brazil (16)<sup>6</sup>.

## **4.2 Segmentation**

A multistage segmentation was performed, where macrosegmentation was done by dividing the market into national (“locals couples”) and international (“destination couples”) and then the microsegmentation is represented by splitting the groups according to their needs (Kotler et al, 2005). The following image presents SW’s positioning map (see figure 1).



**Figure 1 – Positioning Map**

<sup>5</sup> Information provided by INE via e-mail

<sup>6</sup> Information provided by INE via e-mail

On the X axis, the variables conventional / nonconventional were introduced. On the Y axis, the variables local / destination were inserted. To analyze the market segments, groups of potential clients with similar needs were aggregated. As a result, it was decided that LGBT couples, heterosexual couples, destination couples and local couples will be analyzed as four different segments, since they have their own needs. Additionally, it is important to underline that intercultural couples are transversal to all the quadrants of the previous graph. They may be local couples or destination ones as well as conventional or nonconventional. For this reason, the analysis of this group's needs is done separately.

**LGBT couples:** The LGBT segment needs are somehow different from more traditional wedding segments. Firstly, LGBT couples usually do not feel the pressure to plan every moment by the rules. They prefer to create their own traditions associated with what they value the most. Therefore, wedding planners must get from the couple the maximum amount of information possible in order to conceptualize every detail ahead of time and avoid unpleasant moments or surprises.

Normally, LGBT couples tend to spend less overall on their weddings because they invite fewer guests and because they tend to be older. So, they pay the wedding by themselves, keeping the number of guests limited. An issue that LGBT couples sometimes face is deciding who to invite to the wedding. Wedding planners must alert the couple to balance their own happiness with the comfort of the guests and to avoid people who may cause problems with the couple or other LGBT guests. Mostly, this segment has some concerns about security and discrimination and, therefore, prefers to choose LGBT friendly destinations because it will be more comfortable for them and for the LGBT guests that may exist.

Regarding the reception, same-sex couples prefer restaurants and private residences because the small size of the wedding allows them to have more venue options. Also, older LGBT couples prefer having the reception in a personal and meaningful place.

Concerning communication, it should be as open as possible. To know if this type of client will feel offended or uncomfortable about something, wedding planners need to avoid assumptions. In the meetings, they should pay full attention to the couple's unique concerns and explain in advance the conception plan that is being designed.

The major difference of this segment is that wedding planners can be creative and go beyond conventions, while still preserving basic procedures, but above all they can make the couple thrill. Additionally, it is not expected for part of the couple to be treated as the bride and the other as the groom. They must be treated as individuals to be easier to work with them. Vendors and workers must respect and support same-sex clients with the same enthusiasm that they serve heterosexual couples. In case of terminology, one must pay attention that the use of "spouse" and "partner" is preferable towards "husband" and "wife" (Community Marketing & Insights, 2016; Brides, 2015; Wedding Center, 2015).

Most LGBT couples are willing to travel to legally marry and want a "wedding reception". Couples search for planners by browsing through search engines "*location gay wedding professional they want*" (i.e. *Lisbon gay wedding planner*), by word of mouth and by gay wedding directories. This community normally does not read wedding magazines and they consider it important to hire businesses that specifically advertise for the community, such as gay owned businesses and/or businesses with inclusive language or specifically trained (The Knot, 2016; Gay Wedding Institute, 2016).

**Heterosexual couples:** Unlike LGBT couples, heterosexual couples tend to follow wedding traditions. Most brides walk down the aisle with their father, wearing a white dress and holding

a bouquet in their hands. In addition, most women wear an engagement ring and adopt the husband's surname, after the marriage (Baker and Elizabeth, 2013).

Regarding the wedding guests, it is tradition to “dress up”, given the importance of the event, and to bring a gift to the couple. Wedding invitations are usually addressed to both the wife and the husband in a heterosexual couple. However, if the person is single the invitation is addressed to him/her and a guest (Oswald, 2000).

In relation to the costs of the wedding, the tradition says that it should be divided between the bride's family and the groom's family. However, most couples nowadays cover a good part of the expenses, if not all (The Knot, 2016).

Many heterosexual couples are also interested in having a rehearsal dinner, a bachelor party or an engagement party, among other pre-wedding and post-wedding events. Therefore, the wedding planner should be prepared to provide this type of services.

Lastly, religion and church used to be part of the tradition too. Couples tended to want God's blessing. However, nowadays, few couples are opting for a religious wedding. Instead, they tend to choose a civil ceremony, as it will be discussed below.

**Local couples:** In Portugal, two types of weddings are mainly adopted: civil and religious. The religious wedding is the traditional one, very much related to family values and to the church. The civil is the one adopted by individuals who do not believe in the church or that, for some reason, do not want to have a religious ceremony.

Nonetheless, research shows that not everyone who has a religious wedding is catholic or believes in the values of the church. According to Torres (2002), there are three types of individuals who choose to have a religious wedding: the ones who truly believe the wedding by the church unites two people, the ones who believe the wedding by the church is a beautiful and festive ceremony and, finally, the ones who are pressured by their parents or by the circumstances.

In addition, it is important to notice that over the last years, the number of religious weddings in Portugal has had a downward trend, decreasing from a proportion of 68,8% in 1995 to 35,9% in 2015 (INE, 2014). Additionally, since 2010, the Portuguese law allows civil same-sex marriages, contributing to increase the number of civil weddings in Portugal.

Overall, Portuguese weddings demand for good food and folk music. Portuguese couples tend to choose *quintas*, hotels and restaurants as the ceremony and reception sites. Moreover, 48,4% of them choose Portuguese food to be served at their weddings. 28% choose the month of September to get married and 26% prefer July. Lastly, 27,4% of the Portuguese weddings have between 51 and 100 guests and only 15,1% have between 151 and 200 (Zaask, 2016).

**Destination Couples:** The destination wedding segment may encompass the LGBT or the heterosexual segments. However, it has its own characteristics. Destination weddings are those where the couple decides to have the wedding ceremony in another country other than where they currently live in. Often, this type of weddings happens because the couple has had already a place in their mind where they wanted to have their nuptials or want a less traditional wedding. Destination couples will require the need for accommodation and transportation not just for them but for the guests invited to the wedding as well.

This type of wedding couples usually want small and intimate weddings, with few but important guests. They need to have those who matter the most with them only. Usually, this is because there are added costs to a wedding away from home, such as traveling and hosting costs. However, some of these couples also feel like this type of wedding is the perfect way to have a smaller but cozy ceremony. Moreover, these are often family-friendly ceremonies, with couples looking more frequently for places with kid's clubs to help with the children during the wedding celebration.

These couples would like to have more customized weddings. For example, some have decided to use custom Snapchat geofilters for a more personalized and dynamic ceremony. However,

in 2016, the main theme has been to find new places and cultures so that they are able to share the experience of visiting a new country/region with the guests. This implies a big effort and dedication from the couple and the wedding planner, with the planning of the whole wedding taking on average 11,6 months (Destination Weddings, 2016). As such, the wedding planner plays a huge role here in helping the couple throughout the process.

Most destination wedding guests usually support their own costs such as their traveling costs and even their hotel fees if the couple decides to stay in a hotel (The Knot, 2016). Nonetheless, destination weddings can range from any price point depending on the couple but couples are increasingly looking for wedding planners to help them in order to save money and time on the planning, depending a lot on the expert (Destination Weddings, 2015).

One thing to take into consideration is the rise of LGBT destination weddings, mainly due to the fact that many countries are now more open to same-sex couples and it is legal in most places for them to get married. Destination Weddings even mentions that “Whether they want to celebrate their nuptials in Ireland, Spain or Cape Town, South Africa, they are able to customize their destination wedding to fit their preferences – be it an adventure-packed vacation or a tranquil, relaxing getaway” (Destination Weddings, 2016).

**Intercultural couples:** Instead of chasing the entire market or even big segments of the market, small firms may target segments within segments or niches. This is mainly true because of their limited resources. The main point is that firms with small shares of the total market can be extremely lucrative through smart niching (Kotler et al, 2005). This niche is peculiar in the sense that it is transversal to the four segments previously analyzed. Intercultural couples can occur regardless of their nationality or sexual orientation and, for this reason, the analysis is dissociated from the graph. Moreover, it can be profitable for SW to target them because the needs of these couples are not being specifically addressed by the competition. This way, SW can tailor its offerings to fulfill distinctively this smaller market.



An intercultural relationship is a relationship between two individuals who differ in terms of cultural background. Examples may include their mother tongue, country of origin, religion, color, culture values, traditions and norms (Fong and Chuang, 2004; Otnes and Lowrey, 2004; Lind, 2012).

There are five types of intercultural weddings: interracial (individuals of different races), interethnic (individuals of different ethnic groups), international (individuals from different countries), interfaith (individuals from different religions) and interclass (individuals from different social class backgrounds) (Fong and Chuang, 2004; Leeds-Hurwitz, 2002).

In the last decades, the number of intercultural marriages worldwide has been increasing, and largely due to globalization. Greater mobility, sweeping demographic shifts, increased educational opportunities and exposure to other cultures, values and people have caused lifestyle changes worldwide and resulted in a marriage market that is not always defined by geographic boundaries or social norms (Otnes and Lowrey, 2004).

However, planning an intercultural wedding is not always easy. Couples may face difficulties related to the existence of multiple traditions, rituals and norms. Likewise, potential conflicts may arise due to language issues, cultural differences between the families and friends of both parties and/or the place/country where the ceremony will take place. Therefore, to avoid further tensions, couples may hire a wedding planner who can negotiate between partners and families and friends (Otnes and Lowrey, 2004).

Studies show that couples' main concerns are related to where to hold the wedding ceremony and how many ceremonies to have. In some cases, the place of the ceremony may even influence who is able to attend and which culture is dominant (Otnes and Lowrey, 2004).

Therefore, intercultural couples have four options regarding the wedding: (1) they can choose to have two wedding ceremonies, one in each culture; (2) they can combine different culture traditions into a single ceremony/reception. In this process, the couple may negotiate with each

other on what is more important for each one; (3) they may choose to have the wedding ceremony in one culture and the reception in the other, pleasing both audiences; (4) they can choose a third location away from both cultures' norms (Otnes and Lowrey, 2004).

### **4.3 Targeting**

“Targeting is choosing the segment(s) that will allow an organization to most efficiently and effectively attain its business goals” (Shank and Lyberger, 2014). In evaluating marketing segments, the company must evaluate segment attractiveness and company fit. Differentiated marketing will be pursued because the company will target two segments and design separate offers for each one (Kotler et al, 2005). By examining the purchasing power of foreign countries and comparing it with Portugal's as well as the rising of tourism in Portugal and respective increase of spendings in the country, the primary segments that SW must target are destination couples in the conventional and nonconventional formats, that is, LGBT and heterosexual couples living abroad. More than one segment will be targeted because each segment represents a small proportion of the Portuguese wedding market and, for this reason, targeting just one would not be enough for the company to make profit.

Due to the reasons analyzed before in the section PESTLE, the target couples will be from Angola, Brazil, Germany, the UK and the USA.

Those couples are normally foreign millennials (born between the early 1980's and the early 2000's) starting their professional lives or already with stable jobs and at the age where they are ready to get marry. Goldman Sachs Global Investment Research says that the median marriage age of millennials is 30 years old. With this age, most people have more stable jobs and superior salaries than younger people. Those are more prompt to live new experiences and want personalization instead of conventional ways of doing things (Goldman Sachs, 2016). SW fits perfectly with this mindset to help them achieve their dream weddings by customizing in detail the day. In addition, inside each segment, SW must target individuals belonging to the

upper and upper-middle class. Those have more financial availability to pay for a luxury wedding than the general population and to spend an extra fee on the services of a wedding planner.

**Destination Couples:** This is one of the main trends in the wedding industry. According to the trend report 2016, released by Destination Weddings, in the past five years, the average cost of an at-home wedding in the USA increased by more than \$5.000, with couples spending over \$32.000, while the overall average cost of a destination wedding has remained under \$10.000 for over a decade (Destination Weddings, 2016). This shows that American at-home companies are losing the ability to efficiently compete with destination weddings companies, since the latter have much more attractive offers.

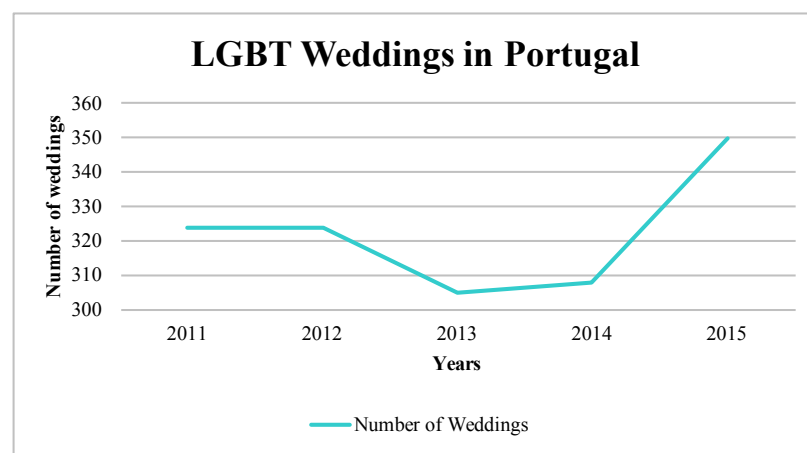
Moreover, according to the same source, in 2015, 21% of couples in the USA market decided to get married away. In addition, in Portugal, weddings between foreign citizens increased 23,48% from 2014 to 2015 and have increased 34,31% since 2011 (INE, 2016). This is a great opportunity for SW, because it shows that there is a significant number of people deciding to have a destination wedding and over the years they have been choosing Portugal increasingly more.

Furthermore, SW is located in Cascais, performing its services in the nearby regions. This geographical area is one of the most preferred locations for weddings in Portugal. This may increase the visibility of the company and attract customers interested in getting married in this area.

**LGBT Couples:** This is an increasingly attractive segment as the number of LGBT weddings has been growing in the past years. Same-sex couples are having bigger ceremonies with greater economic impact in their communities. In Portugal, 2015 recorded the highest number of same-sex weddings since the legalization in 2010 (see graph 2). Besides, in 2015, 132 of the 350 same-sex weddings were between foreign people. Moreover, in the USA alone, between June

2015 and June 2016, same-sex couples have spent more than 1.3 billion dollars in their weddings, according to the Williams Institute (Mallory and Sears, 2016). In 2016, the LGBT Weddings Study showed that gay men are spending more than lesbians and more than prior to legalization. In the USA, "men spend an average of \$33.822 on their weddings, compared with \$25.334 for women. Prior to legalization, the average cost was \$18.242 for male couples and \$16.218 for females in 2015" the study says (Heching, 2016).

Moreover, even though there are companies focused on this segment, most wedding companies only offer a generic service, not fully adapted to this segment, which is more sensitive and has different needs than more conventional couples.



**Graph 2 – Evolution of the number of LGBT weddings in Portugal**

**Intercultural Couples:** This is a particular target because it can be transversal to the aforementioned segments targeted. As mentioned before, an intercultural couple may be a destination couple or a local one (conventional or nonconventional). For this reason, by targeting destination couples (conventional and nonconventional), intercultural couples are being indirectly targeted too. Regarding competition, it is possible to observe that few Portuguese companies are focused on doing intercultural weddings specifically and most of them prefer to target destination segments in general. For this reason, SW may have, in this segment, a good opportunity to differentiate itself from the competition and get the first mover advantage. In Portugal, as seen above, intercultural weddings among destination couples

represent 15% of the total destination weddings. As globalization takes the lead, the forecast is that this type of weddings will continue to increase, increasing the sales potential for this group as well. Moreover, the fact that SW's owner is herself an intercultural wedding example may grow the visibility of the firm and increase the value proposition that the company delivers towards these clients.

#### **4.4 Positioning**

“Positioning is differentiating the brand or product on the basis of attributes that customers find meaningful” - value proposition (Wood, 2014). SW needs to be able to achieve a valuable image in consumers' minds about its services, allowing its target to understand its unique value proposition and perceive SW as being superior to competitors. Consequently, SW unique value proposition, that will maximize client's interest in its services and their willingness to pay for a wedding planner fee, is related with the following facts.

At big wedding planning companies, the couple will be assisted by the employee that is available at the moment. At SW, the whole process will be led, conducted, coordinated and conceptualized by SW's wedding planner, allowing the planner to have a deep knowledge of the process and the couples, which will culminate in a harmonized and coherent process (negotiations and conceptualization) and an outcome without information losses. SW plans customized weddings and, during the wedding celebration period, gives total focus to the couple's moment, so as to give undivided attention to the clients. SW's wedding planner dedicates all her time to the couples, to know them deeply and to conceptualize a unique and unforgettable wedding day. All this dedication and availability will ensure more quality in the final outcome.

Another differentiator factor is that, in many cases, companies have unspecialized people doing the work of a real wedding planner (people as touristic animators, event managers, owners of wedding related business, etc.). SW's wedding planner has the wedding planning, styling and

design diploma of the UK Academy of Wedding and Event Planning. This is an international certification that can increase SW's visibility and credibility by attesting the wedding planner expertise. SW's wedding planner also has a vast experience in organizing big events, given her previous professional experience in Marketing and Event Management, namely, for corporate events with media impact.

Moreover, the company may deliver the image of "savings provider". SW's services will considerably decrease the clients' time and efforts organizing such an important event as a wedding. Additionally, by utilizing SW's supplier contacts, future economies of scale or future commercial discounts agreements, the company will be able to provide to its customers sizable cost savings that will compensate the extra fee that they will spend with SW.

SW recently achieved the DNA Cascais award for entrepreneurs, aimed for startups that present good perspectives of growth and sustainability. DNA Cascais is a non-profit organization that aims to promote, encourage and develop entrepreneurship (DNA Cascais, 2016).

In addition, another distinguishing factor was the selection of SW by the Executive Council of the Connect to Success (C2S) Program. One of the selection criteria was the strength of the entrepreneur application and supporting documentation. SW was selected among other companies which demonstrates its competitive advantages in terms of robustness of the business. The specific criteria that helped SW to be selected to the program was to have particular business challenge(s) to surpass, the capability to identify/communicate developmental needs, relevant geographic location and a positive attitude and accountability (Connect to Success, 2016). C2S is a program supported by the U.S. Embassy in Lisbon, whose purpose is to support the growth of women-owned businesses (WOBs) in Portugal (U.S. Embassy, 2016).

SW can be seen as a boutique wedding experience company instead of a wedding planning boutique. SW provides clients with a sensorial experience for them to share with their guests. In addition to the wedding, the company provides a tailor-made surprise, which includes

cultural and emotional experiences, that require all the people involved to use their five senses. The main motto that SW pretends to share with its clients is that the only expenditure people make which turns them richer is in travel because they will live through new experiences. For this to work, the wedding planner studies deeply the culture of the couples to adapt this surprise. The main advantage of this point of difference is that is not replicable by the competition.

#### **4.4.1 Positioning Statement for “Heterosexual Couples Living Abroad”**

*“To upper and upper-middle class Destination couples who want to accomplish the wedding of their dreams, Splendida Weddings provides full boutique wedding planning, designing and styling from the conception until the coordination of the couple’s wedding day, giving the couple and guests a true inimitable wedding experience. SW focuses entirely on the couple’s needs to provide them totally customized weddings and offering them a cultural, emotional and gastronomical experience, more than any other brand is able to, given the wedding planner vast experience, international certification as well as entrepreneur awards and recognition by the Connect to Success Program supported by the U.S. Embassy in Lisbon”*

#### **4.4.2 Positioning Statement for “LGBT Couples Living Abroad”**

*“To upper and upper-middle class LGBT couples who want to accomplish the wedding of their dreams, Splendida Weddings provides full boutique wedding planning, designing and styling from the conception until the coordination of the couple’s wedding day, giving the couple and guests a true inimitable and safe wedding experience. SW offers a service customized to the couple’s special needs, by being a non-judgmental wedding planner and carefully choosing the vendors as well as providing them with workshops on how to behave around the LGBT community.”*

## **5. Marketing Mix**

### **5.1 Service**

“Services are activities or benefits offered for sale that are essentially intangible and do not result in the ownership of anything” (Kotler and Armstrong, 2012).

The service offered by SW is a service of full wedding planning, design and styling, which offer couples the possibility to have an ongoing communication (via e-mail, face to face, phone, Skype, etc.) with the wedding planner throughout the whole planning process for coordination, advice and guidance. One of the main features of this service is the outline of the profile of the couple through the application of a questionnaire made by SW and an initial consultation to understand how they visualize their wedding day.

Another feature of this service is the research and presentation of venues and vendors based on the couple’s budget and preferences. Coordination and communication with all vendors, visits to the ceremony and reception sites and booking of venues are aspects also included.

In addition, the design and style of the wedding is handled by SW. Inspiration boards for every detail of the wedding (ceremony, reception, etc.) are created by the wedding planner and presented to the couple through a 3D interactive tool called “3D EVENT Designer” so that they can visualize the day and approve it before it actually happens. Besides, throughout the whole planning process, the couple will be able to visualize the progress of the project and provide feedback to the wedding planner by accessing their client area in a wedding planning platform called “Aisle Planner”.

Furthermore, a final consultation takes place three to four weeks before the wedding date to review vendor contracts, develop a timeline for the wedding day, discuss logistics and final details. Lastly, the wedding day coordination, which includes 12 hours, and the wedding day emergency kit are also included in the service.



However, SW needs to add additional features to the service provided to clients. Firstly, SW should extend its services to wedding guests and their specific needs, including, for example, hiring providers of child care, dog sitting and medical assistance. Secondly, the wedding planner should provide a list of additional services such as assistance with marriage license, floral design, arrangement of transportation and accommodation, organization of events happening the day before or after the wedding (honeymoons, bachelor parties, rehearsal dinners, tours around Cascais, Lisbon and Sintra, etc.) and personal shopping. Furthermore, SW should provide wedding planning workshops to brides to teach them how to plan their weddings. This type of workshops can contribute to the creation of the perception (in consumers' minds) of how complex and difficult the process is and, therefore, increase their willingness to pay for SW's services. SW's future services may also include renewal of vows and wedding anniversaries that might be the strategy to fight against the seasonality problem of this business.

## 5.2 Pricing

“In the narrowest sense, **price** is the amount of money charged for a product or a service. More broadly, it is the sum of all the values that customers give up to gain the benefits of using a product or service” (Kotler and Armstrong, 2012). The right amount to charge must be a mix between the time spent planning and implementing the wedding and the wedding planner's qualifications. SW's costs are only related to running the business (i.e. promotion costs, insurances, stationery, fuel, etc.) as clients will pay a fee for the service in full and everything related to the wedding, such as catering or flowers, is on the couple.

SW may charge a **fee** based on the clients' needs, event type or the amount of work needed to plan and implement everything. Another pricing strategy may be to charge a **percentage** of the overall wedding budget. However, due to the small dimensions of some weddings, the later strategy would not be the best solution. Some intimate destination weddings have low budgets. Thereby, charging a percentage would culminate in a low profit for the company. Therefore,

charging a **fixed fee** was decided to be the best solution. This fee was calculated based on the average pricing of the competition (see appendices 1 and 2) and the positive differential value of 300€ (i.e. quality), which can be attested by the unique value proposition attributed to SW's services. To compare with the foreign competitors please refer to exhibits 4 to 8. Another possibility is to have **packages**, depending on the services needed. However, since SW is targeting the upper and upper-middle class, that strategy is not the best to follow. The services that SW provides must always be the most complete possible. Therefore, splitting services by packages may decrease the perception that SW is a premium company. Alternatively, SW should offer a unique package of full wedding planning (a base service) and, then, offer additional services, optional, from which clients can choose and build its own menu. By offering this possibility to clients, SW is allowing them to choose the amount they want to spend. If the couple is available to pay a higher amount, they will choose additional services (at least one). If the couple wants to spend less, they will only buy the base service. Performing price partitioning by breaking a price into more components will highlight dimensions of differentiation that otherwise might be ignored by the client (Planners Lounge, 2016; Sage Wedding Pros, 2016; Low, 2009; Hard, 2016; Alexander, 2016 and Wedding Planner Book, 2016).

In the following table, it is presented the price menus suggested for SW (see table 14).

**Table 14 – Price Menus**

<b>Price Menu*</b>	
<b>Full Wedding Planning - 2.800€ (VAT included)</b>	
<b>Planning</b>	
•	Unlimited and ongoing communication (via e-mail, Skype, phone, face-to-face, etc.) throughout the planning process;

- Research and presentation of vendors that fit the event style and budget;
- Booking of venues for wedding ceremony and reception;
- Coordination and communication with all vendors;
- Mailing of invitations as well as confirmation of attendance of guests;
- Confirmation of vendor services 1-2 weeks prior to the wedding day and revision of contracts;
- Wedding day coordination and supervision (includes 12 hours);
- Provision of a detailed timeline of the wedding day to suppliers;
- Consultation 3-4 weeks prior to the wedding day to review vendor contracts and contact information, develop a timeline for the wedding day, discuss logistics and final details.
- Visits to the ceremony and reception sites;
- Negotiation of contracts and payment methods with all vendors;
- Monthly control of wedding schedules, timelines and checklists;
- Access to a wedding planning platform called “Aisle Planner” and a private login area;
- Final site visit;
- Child care, dog sitting and medical assistance services extended to guests;
- Wedding day emergency kit;

### **Design and Styling**

- Initial consultation to understand the couple’s vision of the wedding day;
- Decoration of the wedding sites (including all interior and exterior spaces);
- Access to a 3D interactive tool (3D Event Designer) to visualize the design and style of the wedding prior to the day itself;
- Guidance to choose the theme and style of the wedding;
- Final consultation to review the inspiration boards and make the necessary changes;

<ul style="list-style-type: none"> <li>• Creation of inspiration boards and color pallets for each aspect of the wedding (ceremony, reception, illumination settings, table settings, etc.).</li> </ul>	
Offer	
<ul style="list-style-type: none"> <li>• 5 senses surprise;</li> <li>• Dinner for 2 at a Portuguese premium typical restaurant.</li> </ul>	
Additional Services	
Name	Price
<ul style="list-style-type: none"> <li>• Assistance with marriage license and other legal requirements</li> </ul>	248€
<ul style="list-style-type: none"> <li>• Arrangement of transportation and accommodation for the couple and the guests</li> </ul>	199€
<ul style="list-style-type: none"> <li>• Floral design</li> </ul>	344€
<ul style="list-style-type: none"> <li>• Organization and coordination of events occurring before or after the wedding day (rehearsal dinners, bachelor parties, engagement parties, etc.)</li> </ul>	521€
<ul style="list-style-type: none"> <li>• Honeymoon planning</li> </ul>	372€
<ul style="list-style-type: none"> <li>• Organization and coordination of tours around Cascais, Lisbon and Sintra (for the couple and guests) on the days before or after the wedding</li> </ul>	185€
<ul style="list-style-type: none"> <li>• Personal shopping service and other assistance services</li> </ul>	230€
*The prices refer to the organization fee of the services only	

### *How to present the prices*

There are several conflicting opinions on whether companies that offer services, including wedding planners, should or not present their prices on their website. Some mention that one should address as soon as possible what the clients want to know from the beginning. Potential customers always want to know how much the service is going to cost them and their decision will always depend on that factor. Moreover, showing prices on the website can be a way of

selecting the right customers right from the beginning and not wasting time in meetings with potential customers that might not be able to pay within the company's price range and "no business is a great fit for every potential client in the world" (Sheridan, 2012). Furthermore, customers might perceive that the company is being more transparent than others by publicly divulging their prices irrespective of the client (Sheridan, 2012).

Additionally, it can be a good strategy for Search Engine Optimization (SEO) as most potential customers search for prices associated with a service and if a company has the price listed it will appear on the search more easily (Kirk, 2013; Sheridan, 2012).

A specialist and former wedding planner thinks that nowadays it is better to list the prices on the website but in context, stating all the benefits that the service provides the customer. Also, she mentions that price matters, no matter the case, and that by stating the price in the beginning one can filter its clients better and give the couple more perspective in relation to their budget (Padovani, 2015).

However, some believe that if a company has a customized service, it is best not to publicize the price on the website as it can depend on the extent of the service the customer is looking for. Additionally, it may also become easier for competitors to copy the price strategy. Although competitors might pose as a fake customer and find out the price that way, it is not as easy as if the price is stated on the website. Nonetheless, it is essential to explain to the clients on the website the reason for not posting the price online so as not to lose clients who might perceive the service as being too expensive. Moreover, even though one should not forget that SW caters to the upper and upper-middle class customers and the fee charged should fit the budget, it is not the objective to lose potential customers due to the fact the price is not publicly stated (Greenstreet, 2014).

SW serves very different couples with different needs and each needs a customized service. Each couple will need distinct offerings and the type of work and effort involved might change

depending on the type of wedding. After a careful analysis and considering SW's industry and market in Portugal, the best strategy is to not list the prices on the website. It will, however, put a disclaimer mentioning that the price is not listed as the service is customized and will depend on what the couple wants. The pricing will be discussed with the couple after they have answered the questionnaire done by SW and scheduled a meeting.

### **5.3 Communications Mix: Promotion**

"Promotion means activities that communicate the merits of the products and persuade target customers to buy it" (Kotler and Armstrong, 2012). This essential part of the marketing mix is usually composed by Advertising, Personal Selling, Promotions, Public Relations, and Direct Marketing.

Since SW is a new company and has very limited financial resources, it cannot invest excessively on advertising its services. Due to this constraint, SW will mainly use social media platforms and more personal ways of promoting the business as well as have a stake in wedding directories that will provide SW internet worldwide visibility.

Promotion is essential for SW as this is a very intense industry in terms of rivalry and there are well-established players in the market. Moreover, the services provided by SW can be easily replicated and a good promotion plan can make the difference.

#### *Digital Marketing*

First of all, SW needs to create a complete website and invest in SEO in order to be able to be found easily on search engines such as Google. The website will use the business name *Splendida Weddings* as the domain and it will always be mentioned in event cards and social media profiles. SW can also choose to invest on Google Adwords, making the company appear at the top of the google search as an ad and thus gaining visibility. This is an option as it has a flexible plan and SW can decide how much it pays each time someone clicks on the ad (Google Adwords, 2016). In this case, SW will choose to pay 0,94€ (1\$) per click, starting with a budget

for 25 clicks in total per month in 2017 and increasing to 40 per month by 2021. Since adwords is more profitable when a potential customer effectively clicks on the ad, it is the right choice when comparing to CPM (cost per mille), which represents the cost per 1.000 visualizations. SW will also take advantage of a digital advertisement trend called “programmatic marketing”, which is a tool used in order to target the specific audience one is after. According to Russel O’Sullivan (2015) of State of Digital, “programmatic media buying, marketing and advertising is the algorithmic purchase and sale of advertising space in real time”.

In the case of SW, it is a way to target engaged couples looking for wedding planners, more specifically couples that desire destination weddings and/or are a LGBT couple. There are several plans of programmatic buying but SW will choose a CPM plan, as most displayed ads are sold on this basis and not on a CPC (cost per click) basis (Marin Software, 2016). The average spending on CPM in the wedding industry is 5,81€ (6,16\$) (Johnston, 2014), and SW will follow that trend. Since an ad might just be viewed but not clicked on, meaning the audience might not want the service at the moment, SW must expand its budget to more than 1.000 visualizations per month to reach a wider audience. As such, taking into consideration budget constraints, SW will invest in 2.000 visualizations per month in 2017 and increasing the budget over the years reaching 4.000 visualizations per month by 2021.

Platforms such as LinkedIn, Facebook, Twitter, Instagram and Pinterest are comprehensive and inexpensive ways to promote the company. LinkedIn will be useful to create professional connections that may be helpful to find partners, sponsors, suppliers and may help to find clients too. Advertising on Facebook can significantly affect sales on the long run particularly by creating “likes”. This may be due to the engaging nature of social networks that can offer companies a platform to retain their potential clients (Brettel et al, 2015). Here, pictures from previous events, preparations of upcoming weddings and pictures of seminars where SW is present or posts about fairs where SW will participate may be posted. The same can be done on

Instagram, a powerful online social media tool for wedding planners, as most couples start looking for wedding concepts and ceremonies inspiration. On these two platforms, pictures related to weddings must be posted twice a day to ensure that the page is active, generating traffic and engaging the two targeted segments. Moreover, since SW's target are destination weddings, pictures and videos of Portugal should be shared in order to show all the advantages of getting married in Portugal, for instance, appealing landscapes, venues and gastronomy. Articles, news and rankings about tourism in Portugal may be disclosed on its social media, specifically about Cascais, Lisbon, Oeiras and Sintra.

Twitter is all about sharing short messages about events or some valid information about the company such as SW's achievements. "Hashtags constructed for the events are a good way to not only promote the business, but also to get a feel for the crowd's reaction / feedback." (Woodward, 2015)

### *Blog*

SW should also start a blog as it is a good way to share with the audience the unique selling proposition SW provides. Here, in-depth information can be shared and the expertise of the wedding planner can be noticed. A blog is not the best way to advertise but it is the best way to turn the business knowledgeable, trusted and a source of valuable information. SW can share information about the wedding market and trends, provide information about previous or upcoming events, talk about conferences attended and the lessons learned, all while offering some advice about wedding planning, in a way that clients will perceive the complexity of organizing an event and feel the need for a wedding planner. The writing must be carefully done and SW must use specific keywords which will help the blog appear in the first results that show in the searching engines when clients look for it. Moreover, SW should post an article every week.



### *Partnerships*

On the public relations side, SW must create a solid network structure by setting up meetings with hotels, caterers, photographers and so on. SW must talk about its business and the services provided and give them marketing material, such as business cards, high quality leaflets and contacts. This way, they may recommend SW to their clients or use the company's services themselves, being an opportunity to meet more suppliers in the market. For example, it could also try to partner with already established blogs that promote services that couples like and find different, unique or with great quality, such as Sketchbook Six, Style It Up, Stylista, The French Fries and Sweet Rebel Bride.

After reaching out to several industry players and possible collaborators, there were several that were open to partnerships and disclosed their selection criteria and whether they would offer commissions if SW recommended them, with most offering a 10% commission (see appendix 3). However, some companies did not answer or requested more information. Others refused to establish a partnership with SW. For more details refer to exhibit 9 and 10. In addition, several LGBT associations as well as international organizations were contacted in order to obtain not only their selection criteria but also in which terms would be possible to advertise SW and the costs associated with it (see exhibit 11 and 12). While most of them did not answer, an organization named "Diversity Trust", located in the UK, was interested in advertising SW on their newsletter, which is published quarterly and read across the country. This organization supports the LGBT community, among other groups. Information regarding the prices and conditions to advertise SW was provided (see exhibit 11). The advertisement should have a text with 300 to 500 words along with attractive images and logos of SW. It will occupy quarter page and it should mention SW's website, e-mail and phone number.

Furthermore, the embassies of Angola, Brazil, Germany, the UK and the USA in Portugal as well as the embassies of Portugal in those countries were also contacted to propose a partnership

and try to understand in which terms could they collaborate with SW (see exhibit 13). The U.S. Embassy in Lisbon will advertise SW's services through the C2S Facebook and website and keep the company's contacts in the CLO (Community Liaison Office), which can recommend SW in case someone asks for the contact of a wedding planner. The German Embassy in Portugal can also keep SW's contacts and share it with several departments such as the department of cultural affairs and the department of consular affairs.

### *Campaigns and Events*

To attract couples that were guests in SW's weddings, the company may perform a promotion action. SW may offer a 300€ discount over the wedding planning fee to couples that were guests at weddings planned by the company. This may be an attractive offer for couples that liked SW's performance and decided to hire it.

Another opportunity for SW to show its work may be offering its services for free to an event that may have a great media impact. This can lead to two major achievements: free advertising in exchange for work and enlarge the network structure with other associated partners.

Additionally, SW will host receptions to a selected number of potential clients (around five per session) where it will present its services and opportunities in order to gather more clients. The selected clients will receive an invitation. This will be done by advertising the event on the Facebook page and website and will be done monthly during the booking season (from October to March). During the reception, SW will provide champagne, cupcakes and other treats to the guests to show SW's value proposition as a high-quality service. These receptions will be done at a hotel, with which SW has established partnership.

Finally, SW will do a styling shoot in partnership with Silvia Martinez Photography to publish in Elle magazine and on its own website as means of sharing its work with a high-quality photoshoot.

### *Wedding fairs*

Wedding fairs are an excellent opportunity for SW to advertise its services, while interacting with customers face-to-face. It is crucial to be present in such fairs because the direct contact with clients will facilitate their attraction and retention. Moreover, by directly talking to them, the wedding planner can explain more easily how the company can facilitate the planning process and why they should have a destination wedding in Portugal. Hence, several fairs in Portugal, Angola, Brazil, Germany, the UK and the USA were contacted and information regarding prices and stand conditions were obtained (see exhibit 14).

First of all, SW should be present every year in the Portuguese fairs “Exponoivos Premium” and “Exponoivos Lisboa”, which normally happen once a year, in October and January, respectively. The first one lasts an afternoon and is more intimate, since only about 20 companies from the industry are present. The second one lasts for three days and reaches a broader audience. In the “Exponoivos Premium”, SW should be present for the first time in 2017, since the fair happens in October. In the “Exponoivos Lisboa”, SW should be present for the first time in 2018, since it happens in January and, therefore, the company would not have enough time to prepare and sign up for the 2017 fair.

Then, SW should be present in the “Hilton’s Atlantis Wedding Fair”, in London, in 2019, and in “The Wedding Fair”, in the USA, in 2021. The first one happens in May and the second one happens in January. Participating in these fairs will allow SW to have contact with large bridal audiences and attract destination couples, from the UK, the USA and possibly other nationalities too, while building brand credibility and awareness. In addition, SW should print flyers and business cards to distribute in the fairs. Such flyers and business cards should mention the company’s website, e-mail and phone number as well as a briefing of the services provided. Finally, after the first five years, SW should start expanding its presence in wedding fairs to other countries as well. In Angola, SW can be present in the fairs “Exponoivos Angola” or

“Feira de Casamentos Noivangola”. In Brazil, SW can be present in the fair “Expo Noivas & Festas”. Lastly, in Germany, SW can be present in the fair “BB Expo Event GmbH”.

### *Wedding directories*

Another opportunity for SW to advertise its services is to be present in wedding directories, both nationally and internationally. In Portugal, there are three main wedding directories: “The Destination”, “Simplesmente Branco” and “Zankyou”. “The Destination” and “Simplesmente Branco” belong to the same owners. However, “Simplesmente Branco” is a digital platform with the format of a blog combined with a list of the best suppliers in the wedding industry in Portugal. This platform focuses on the national market and publishes editorial contents on a daily basis, highlighting the services offered by their list of suppliers through interviews, articles or, for instance, attribution of the title “supplier of the week” (Simplesmente Branco, 2016). “The Destination” is a directory that lists the best wedding vendors in Portugal in all categories, while promoting Portugal as a wedding destination. This platform focuses on the international market and is associated to a blog where the selected suppliers and their work as well as Portugal’s weather, landscapes, gastronomy and hospitality are advertised daily (The Destination, 2016).

It is important to highlight that both platforms are well positioned in search engines, as a result of the development of a digital marketing and bilingual content editing strategy. In addition, “The Destination” has an average of 3.905 visits and 1.180 visualizations of suppliers lists per month. Furthermore, suppliers pay not only to be present in the directory of suppliers but also to have a banner on the blog’s sidebar. Content editing mentioning the supplier is free and unlimited. Lastly, if SW chooses to be present in both platforms, it will have a discount of 25% over the total amount<sup>7</sup> (see exhibit 15).

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<sup>7</sup> The information pertaining to these directories was obtained by e-mail

“Zankyou” is the most international wedding platform in the globe, being present in 23 countries and offering couples sophisticated online and mobile tools to help them plan their weddings. One of the main contents of this wedding platform is a business directory with the best wedding suppliers of several categories (Zankyou, 2016). In Portugal, “Zankyou” has an average of 120.000 visits per month, 7.000 registered users per year and 1.700 registered suppliers. It is the leader wedding portal in Portugal for couples of the upper class. Moreover, for wedding planners, “Zankyou” offers several packages (see exhibit 15), which may include presence in the suppliers’ list, articles mentioning the company, its contacts and links to the website, e-mails to “Zankyou” database with exclusive information about the company and advertisement on their newsletter or banners<sup>8</sup>.

Given all the information mentioned above, SW should be present in all three platforms, since it is a great opportunity to advertise its services in some of the most recognized wedding directories in Portugal. The platforms were contacted during this project and relevant information regarding the prices and conditions to be present in the directory was provided (see exhibit 15). The payment is done on an annual basis. Moreover, these platforms intend to target couples of the upper-middle class with high expectations of consumption, which is in line with SW’s objectives.

Internationally, there are two main wedding directories: “Style Me Pretty” and “WeddingWire”. “Style Me Pretty” is a platform that publishes wedding related content, namely, a vendor guide, where it is possible to find suppliers not only from the USA, but also from other countries like Portugal. At the moment, 12 wedding planners from Portugal (Lisbon and Oporto) are registered (Style Me Pretty, 2016). “Style Me Pretty” attracts an average of 1.4 million visits per month, is followed by more than 3.5 million people on Facebook and collaborates with more than 1.700 vendors all over the world (Business Insider, 2012).

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<sup>8</sup> The information pertaining the Zankyou directory was obtained by e-mail

“WeddingWire” (includes “GayWeddings”) is another wedding platform connecting suppliers with couples. It has a vendor directory with companies from all over the world, Portugal included. Currently, there are 14 Portuguese wedding planners registered in this website, not only from Oporto and Lisbon, but also Algarve and Azores. The platform has almost 950 thousands followers on Facebook and 2 million vendor reviews (WeddingWire, 2016).

To conclude, given this information, SW should be present, in the long run, in the two international wedding directories mentioned above, since it is an excellent opportunity to advertise its services to international couples. During this project, both platforms were contacted in order to obtain relevant information regarding the prices and conditions to be present in the directory. However, the group did not obtain any answer. For this reason, it is not possible to quantify the cost of being present in international platforms. Nevertheless, SW should try to make that partnership in the future, presenting the company’s name and services directly.

#### *Wedding magazines*

Wedding magazines are another effective way to promote SW and reach the company’s target audience. Such magazines may target destination couples (such as Destination Weddings & Honeymoons), the LGBT community (such as Gay Weddings & Marriage Magazine) or the general public (such as Brides). Several wedding magazines in Angola, Brazil, Germany, the UK and the USA were contacted and information regarding advertising possibilities and prices were obtained (see exhibit 16). Nevertheless, it was found that advertising in such magazines would increase too much the company’s promotion costs. Hence, after taking into consideration the budget constraints and prioritizing between the several promotion possibilities, it was decided that SW should not advertise its services in any magazine for the next five years. The company should only start making that investment after that period of time.

### **5.3.1 LGBT segment**

One of the segments that will be targeted are LGBT couples and, therefore, some concerns about promotion must be taken into consideration because this target differs in some elements from the conventional couples. First of all, complexity must be understood and the perception that in this community generalization is not the best strategy and each individual needs a personal approach (Melgoza, 2015).

According to Community Marketing & Insights (2016) studies, when couples plan their ceremonies and receptions on platforms as “WeddingWire” and “GayWeddings”, they are more prompt to have bigger weddings and spending up to \$29.000 (27.121,1€). The USA LGBT community buying power stands around \$830 billion dollars annually, which represents a good profit opportunity. The same research showed that normally same-sex couples prefer the ceremony in a public park, beach or private residence. Due to this type of demands, contacts with the city councils of Cascais, Lisbon, Oeiras and Sintra were done to know the requirements to perform such events in the referred places (see exhibit 17). Private villas were contacted as well, because those represent a good option to suggest to this type of clients. Regarding the selection of vendors for these couples, the most important criteria are (around 80%) the fact that the professional serves and supports all types of couples, their professional availability, quality and experience, customer responsiveness and overall price. These topics must be communicated in the social media to attract the target segment. Regarding turning inclusive the digital communication, the majority of the inquired told that LGBT websites make them feel that the company is LGBT friendly. Moreover, it is considered more important to have LGBT imagery throughout the site instead of just in a specific section. Regarding purchases, they have excellence patterns where travel is on the highest position on the list (with presumed honeymoons). SW marketing efforts may be addressed to make LGBT couples see their marriage as an “experience-based” in Portugal (Community Marketing & Insights, 2016).

In the future SW's owner may complete the certificate program of the Gay Wedding Institute (GWI). This certification will work as a reason to believe for the LGBT clients about the value that SW delivers, as this certification will enable them to feel safer because it is a certified person working for them. This online course offers a GWI certificate badge displayable on SW website, one year free listing on MRSter.com and 6-month free listing on LGBTweddings.com, certificate of completion by e-mail, listing of SW on GWI's website which is split by country and invitation to a private Facebook group. In this course, among other topics, it will be covered the financial impact of the gay and lesbian wedding market, differences between straight and gay weddings and marketing to engaged same-sex couples (Gay Wedding Institute, 2016).

SW may become a member of the International Group "Belief Wedding Planners", which will imply an analysis of the application and a payment of an annual fee. The Belief Wedding Planners offers a variety of programs that help its members to grow their business, such as an international online contest exclusive for wedding planners and designers, an official Certificate of Membership, be listed in Belief directory, which will increase its visibility and create easier ways for couples to get in touch with SW. The company will also be featured and regularly divulged on Belief blog, newsletter and social media channels and have the opportunity to build relationships with wedding planners worldwide to exchange ideas, expand the business, understand other cultures and develop partnerships (Belief Wedding Planners, 2016).

#### **5.4 Place**

"Place includes company activities that make the product/service available to target consumers" (Kotler and Armstrong, 2012).

"Direct-marketing channel has no intermediary levels. It consists of a manufacturer selling directly to consumers" (Kotler et al, 2005). The best placement strategy to reach the targeted market segments is through direct sales channel. Through appointments, e-mail exchanges or online tools the contact with the client will be done without intermediaries which will allow



having total control about offers and price exhibition, delivering SW value proposition the best way possible. This channel will allow SW to receive direct feedback from the client and adjust the marketing strategy on the moment and appropriately. The main disadvantage is that demand may fluctuate and there will be seasons with more work and others with less. Additionally, SW may use partners where its services will be offered within the framework of the partners' operations. For example, offer full wedding planning services through photographers or hotels. The benefit would be reaching a wider range of customers through the partners. Using partners' channels and online based sales is the best way to achieve far away clients, as destination couples, that might just acknowledge SW by seeing it on the internet or by word of mouth of known people that already used or experienced SW or SW partners' services (Markgraf, 2016; Ewing Marion Kauffman Foundation, 2006).

## **5.5 People**

“People are all human actors who play a part in service delivery and thus influence the buyer's perception” (Zeithaml et al, 2013). At the moment, SW has one employee who is at the same time the owner, the managing partner and the wedding planner.

In order to scale the business, SW will have to hire one more person to join its team if the number of weddings increase to around 20 by 2019. This new employee will work on a part-time basis and will update SW's social media accounts, such as Facebook and Instagram, in order to increase its presence online. Furthermore, it will also work as a part-time assistant and help with the scheduling, arranging meetings between the planner and the clients and also with the suppliers/partners. On the day of the weddings, the employee will help with the organization and coordination of the day so as to enable a more stable and smooth ceremony.

Suppliers also participate in the delivery of the service provided to the customer. They have direct contact with the clients not only during the planning process (through meetings, for

example) but also during the wedding day itself (examples may include the catering staff or the make-up artist), influencing their perceptions of the service as a whole.

Lastly, customers themselves influence the service delivery by providing information about their tastes and preferences to the wedding planner and by approving or disapproving the ideas that she has for the conceptualization of the event. This feedback will influence the quality of the service and their own satisfaction with the final outcome.

## 5.6 Process

“Processes englobe all the procedures, mechanisms, and flow of activities by which the service is delivered” (Zeithaml et al, 2013). The following image presents SW’s process (see figure 2).

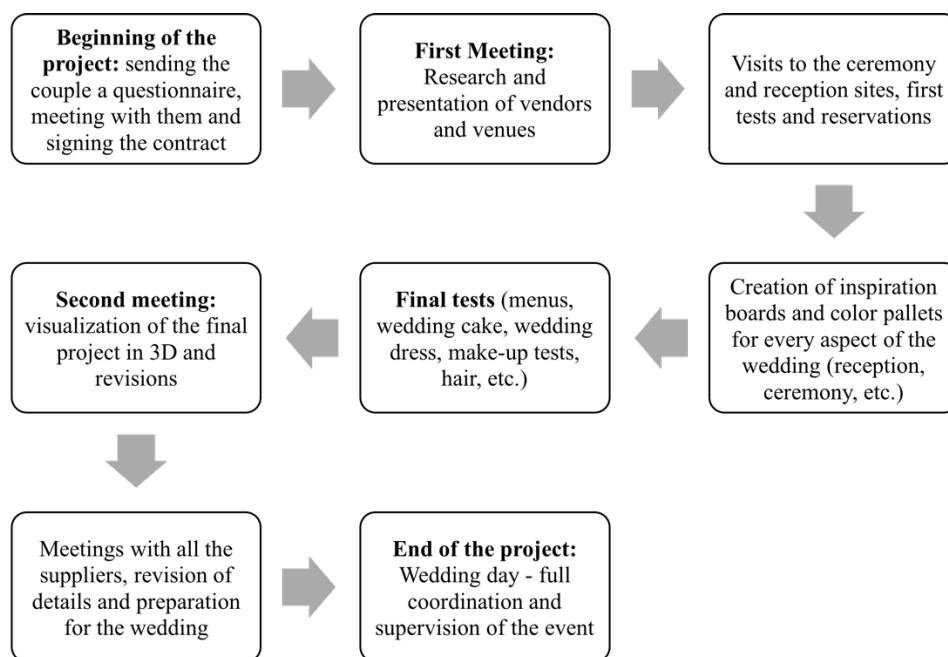


Figure 2 - Process followed by SW

## 5.7 Physical evidence

“Physical evidence is the environment in which the service is delivered and where the firm and the customer interact, as well as any tangible components that facilitate performance or communication of the service” (Zeithaml et al, 2013).

The main physical evidence of the service provided by SW is the website of the company. This website is one of the main platforms through which SW communicates with its clients and

exposes the services it is offering. It has several sections: a home page, an “about us” page, a services section, a gallery section (i.e. portfolio of weddings) and a “contact us” area.

In the gallery section, SW should add not only pictures of the same-sex weddings it planned but also pictures of the heterosexual weddings, to appeal to both segments. Moreover, SW should add to this section the testimonials of the couples too, so that others interested in hiring the company’s services can read it and relate to. In the “contact us” area, SW should add an e-mail and a phone number to where couples can write/call when they visit the website and want to get in touch with the wedding planner right away. This facilitates communication between far away couples and SW, providing them the sense of security since this is a high involvement purchase.

SW should also add a section dedicated to Portugal and highlight the country’s culture, climate, gastronomy and hospitality. SW can mention, for instance, Portugal’s sunny weather, historic Lisbon, Castles and Palaces, *Fado* and good wines, food and beaches. In sum, the benefits of getting married in Portugal should be pointed out. Additionally, SW should add a Frequently Asked Questions (FAQ’s) section, with the most common doubts of couples. Questions such as “Why should I hire a wedding planner?”, “What additional services do you offer?” or “What type of weddings do you organize?” are examples of questions that SW can add to this section. SW can also mention how the company acts towards certain unexpected situations. Likewise, a section called “Blog” should be added, directing the client to SW’s blog. Furthermore, SW should add a section named “Ask a quote” where couples can fill a wedding form with their preferences for the wedding and check all the services they will need (see exhibit 18). Afterwards, they should receive an e-mail from the wedding planner with the fees the company will charge for such services, discriminated, so that the couple can remove services if they consider the fee presented too expensive.

In addition, SW has a digital brochure where clients can learn about the several features of the service, the prices and the steps of the process. Finally, the wedding planner has business cards where clients can find her contacts.

## **6. Financials**

In order to analyze the investment and see if this business can be profitable taking into consideration its background and present marketing plan, a financial analysis is essential. This section will take a careful look at all the costs and planned revenues according to different possible scenarios.

### **6.1 Estimations and Assumptions**

Firstly, it was important to forecast the sales growth that the marketing mix presented will accomplish. Following this train of thought, it was possible to come up with three scenarios: Pessimistic, Most Likely and Optimistic (see table 15).

**Table 15 - Growth Rate Forecast**

Pessimistic	Most Likely	Optimistic
100%	175%	300%

All the rates presented show that SW will incur a significant growth in sales. However, it should be noted that SW only performed two weddings in 2016 and as such this growth rates deal with small numbers. Even though the estimated market growth for 2017 is around 1,87%, if it follows the 2016 trend, SW started business mid-year and did not reach its full potential. Due to this, it was assumed the number of weddings a wedding planner usually does if it starts its business during the booking season (see exhibit 19) and reached the aforementioned forecast, estimating the growth rate between 2016 and 2017. Moreover, starting 2019, it is estimated that the sales growth will stagnate due to time and workforce constraints.

Moreover, it should be noted that SW is subject to IRC taxes (17% for the first €15.000 and 21% onwards) (PWC, 2016) and 23% VAT taxes (Europa, 2016).

Lastly, in order to know if the project is to be accepted as profitable and has a  $NPV > 0$ , the standard hurdle rate of 10% was used. The decision to use this hurdle rate is due to the fact that it is not possible to use the comparables method in this case because it is impossible to find metrics about businesses of similar size in the same industry.

## **6.2 Costs**

In 2016, SW made an initial investment of 1.209€ for the company registration and website (see exhibit 20). Moreover, SW did an editorial shoot in partnership with Hotel Pestana with the total cost of 100€. The fixed costs in 2016 represented a total of 335€ because SW has only been open for six months. However, these will increase to 1.114€ in the following years due to accounting fees (200€) and insurance payments (350€) and because it takes into consideration the whole year (exhibit 21). Furthermore, SW should be present in three wedding directories, “Zankyou”, “Simplesmente Branco” and “The Destination”, which will represent a total of 1.186,95€ (see exhibit 22).

Regarding variable costs, SW is expected to spend 320€ in stationery each year (see exhibit 23) and fuel expenses are tied to the number of weddings performed. Each client represents on average 22,42€ of fuel costs. It is estimated that in order to plan the wedding, the planner will have to travel around five round-trips from Cascais to Lisbon or Sintra, with each round-trip representing an average of 70 km; the car used consumes 0,047l/km and the price of fuel is 1,36€<sup>9</sup> (see exhibit 24). In 2017, SW will spend 375€ in the Gay Wedding Institute certification and will pay an annual fee of 186€ to Belief Wedding Planners (see exhibit 23).

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<sup>9</sup> Information retrieved from Cepsa Cascais on November 22, 2016, at 12 a.m.

The promotion costs are also variable as they will increase according to the profits. Adwords will begin to cost 282,95€ (25 clicks per month) in 2017 and increase constantly, reaching 452,72€ (40 clicks per month) in 2020 and 2021. Programmatic advertising will have a CPM plan, costing 139,44€ (2.000 visualizations per month) in 2017 and 2018, increasing to 209,16€ (3.000 visualizations per month) in 2019 and extending to 278,87€ (4.000 visualizations per month) in 2020 and 2021 so as to increase views as the business grows (see exhibit 25). According to the average spent by industry on Facebook ads, professional services usually pay around 12,59€ per 1.000 visualizations (Marsan, 2016) and SW will comply with this average and target 1,000 views per month from 2017 to 2018, which will cost 151,09€ per year, and from 2019 to 2021 will increase the budget to 2.000 views per month, which will correspond to a total of 201,19€ per year (see exhibit 25).

Partnering with LGBT organization “Diversity Trust”, SW will spend 94,08€ per year at least in the next five years to advertise on its newsletter, which is issued every trimester (see exhibit 25). In 2017, SW will attend “Exponoivos Premium” for 369€ and in the following years will attend both “Exponoivos Premium” and “Exponoivos Lisboa”, which will amount to 1.864€ per year. In 2019, SW will participate in “Hilton’s Atlantis Wedding Fair”, in London, for a fee of 366,84€ (plus 357€ in estimated flight and accommodation costs) and, in 2021, will attend “The Wedding Fair” in the USA, with a cost of 684,05€ (plus 1.544€ in estimated flight and accommodation costs) (see exhibit 25 and 26).

Finally, in case the optimistic scenario comes through, SW will have to hire one part-time assistant to help with the social media accounts and planning of the weddings, paying a salary of 350€, which will represent a total increase of 436,60€ in costs per month (see exhibit 27).

### 6.3 Scenarios Forecast and Results

In exhibit 28, it is possible to see how SW will behave according to the aforementioned three different scenarios. By looking at all the possible scenarios, it is estimated that SW will always see an increase in profits and market share, as one can see by the corresponding growth rates.

In the **Pessimistic Scenario**, this growth will be slower and profits will remain relatively small, reaching 12.794,71€ by 2021. SW will capture 1,04% of the destination wedding market in the Cascais, Lisbon, Oeiras and Sintra areas by 2021. Taking into consideration the fact that the owner used to earn around 16.200€ annually in her previous job, this is less profitable by 3.405,29€, contrary to what happens in the other scenarios, where the business is more profitable.

In the **Most Likely Scenario**, SW will capture 1,43% of the market and profits are estimated to reach 19.188,79€ by 2021.

The **Optimistic Scenario** forecasts that SW will be able to seize a 2,08% market share and earn 26.662,10€ in profits by 2021.

It must be noted that in the Most Likely and Optimistic Scenarios there is a stagnation in growth and profits from 2019 to 2021 due to time constraints and limited workforce that will influence the number of weddings performed. The constraint concerning the workforce is also limited by budget restrictions.

### 6.4 Final NPV Analysis

When measuring whether a project should be taken or not, usually most use a Net Present Value (NPV) approach in order to find out if the project will be profitable or not. Overall, a positive NPV ( $NPV > 0$ ) means that the estimated profits will exceed the costs and that the project should be accepted (Investopedia, 2016). SW's NPV in all scenarios is positive and shows that the business is forecasted to achieve moderate to high earnings and, as such, is a viable project.

In the Most Likely Scenario, the NPV is 66.221,97€ (see exhibit 28).

## **7. Implementation: Control and Contingency plan**

### **7.1 Implementation**

In order to implement the current marketing plan, SW may work on the following aspects:

**Financing:** SW will not need any outside financing and will use annual profits and the owners' own money to invest in new campaigns or business related costs.

**Analysis of the market:** The wedding market is highly competitive and dynamic and due to this SW must perform a continuous research of the competitors and trends not only in Portugal but also in the targeted countries.

**Marketing and Sales approach:** During the first five years, SW will implement its marketing plan on its own by managing its social media accounts daily, partnerships, magazines and digital advertising as well as wedding fairs planning. However, if the business turns out to be more successful than expected (Optimistic Scenario), an assistant will have to be hired to deal with at least the social media accounts. SW will directly deal with all the sales and customer support.

### **7.2 Control**

In order to keep track of these new proposed measures, it is required to be attentive to SW's market share and consequent growth that is expected from the proposed marketing strategies. Since SW is very recent in the market, it is expected to have a slow growth but obtain a solid position within five years. SW has to delineate a schedule for each step of the plan and adjust accordingly. A periodical assessment about the gap between the planned activities and the actual ones being implemented and its repercussions on the profitability and productivity must be conducted monthly. Yearly, it may be needed to reassess the macro and micro environment and adjust the marketing plan to fit with the strategic analysis. Monthly, seasonal and yearly goals must be set in order to tune the thinking and the action plan for the growth perspectives. In order to meet clients' perceptions before and after the service and discover what they think about the conformity of the price with the service, SW can apply SERVQUAL framework. If



the results show some misfit SW will be able to adapt its service or price for future clients (Parasuraman et al, 1998).

### **7.3 Suggested Timeline**

Social media accounts (Facebook, Instagram and Pinterest) and advertisement on newsletters will start to be managed accordingly starting in January 2017 and the new website will be completed by February 2017. Digital advertising techniques will start in January 2017 but investment on these will increase annually. In 2019, SW will start to attend international wedding fairs. From January 2017 onwards, seasonal marketing goals will be made.

### **7.4 Contingency plan**

There are some scenarios that may impact SW's business. For this reason, the company should try to address them in advance finding a way to overcome them.

**Failure in doing partnerships:** If partnerships with suppliers fail, namely the ones contacted during the project and interested in the company (see appendix 3), SW should try to reach out to smaller companies that may be less well-known but still have a good performance. Those companies could be more willing to partner with SW because they are in the same growth stage and looking for support from other companies too.

If partnerships with the suggested wedding directories fail (see exhibit 15), SW should try to reach out to “casamentos.pt” or “noivasdeportugal.com”, which do not target upper and upper-middle class clients only or partner with premium brands only, but are a good alternative to create brand awareness and attract potential clients in an initial stage.

If partnerships with embassies, LGBT associations, wedding magazines and wedding fairs fail, SW needs to find another way to promote brand awareness among the LGBT community and destination couples in general. For instance, SW could advertise in wedding forums and communities such as “Best Destination Wedding” and “BridalTweet”, where brides help each

other and, at the same time, learn about wedding vendors. Once again, these platforms do not target couples from the upper and upper-middle class specifically, but they are a good alternative to attract destination couples.

**Failure in reaching clients in Angola, Brazil, Germany, the UK and the USA:** SW would have to target clients from other wealthy countries such as Sweden, Norway and Finland. In economic terms, Norway has the highest GDP per capita (74.734,6 thousands of US\$) if compared with Angola, Brazil, Germany, the UK and the USA. Sweden (50.272,9 thousands of US\$) would only be surpassed by Germany and the USA, and Finland (41.920,8 thousands of US\$) would only stay behind Germany, the UK and the USA (The World Bank, 2016). Moreover, in 2015, 2 Norwegian, 1 Finnish and 4 Swedes couples (one of them from the LGBT community) got married in Portugal (INE, 2015). In addition, Sweden is on the top 15 of the European countries that most visit Portugal. In 2012 alone, 107.9 thousand Swedes, 77.9 thousand Norwegians and 65.6 Finnish visited Portugal (Turismo de Portugal, 2012).

**Economic crisis:** SW would have to approach clients in a different way. For instance, SW could offer services of partial wedding planning, wedding day coordination or honeymoon planning, which would be cheaper than a service of full wedding planning and, therefore, offer an alternative to customers that are not able to afford an expensive service, but are interested in hiring some help for the wedding.

## **8. Conclusions and Recommendations**

After all the analysis performed, there are some final conclusions and recommendations to be presented. In sum, this marketing plan aims at increasing SW's market share and sales. Firstly, it is recommended that SW expands its targeted market to nonconventional and conventional destination weddings instead of targeting especially intercultural or LGBT destination wedding couples. Intercultural couples can be found on both these segments and be treated as a secondary target. Moreover, as SW did not have a clear targeting strategy, growth possibilities were slim

and the business could turn risky and not profitable. The definition of a target can be a way to deal with competition more effectively as it will broaden the market dimension and improve the company fit with the target segments. Besides, it should also define as its target couples from Angola, Brazil, Germany, the UK and the USA because of their buying power and because they represent a large portion of tourism, as well as foreign weddings, in Portugal.

Secondly, SW must invest on promotion techniques in order to gain visibility in the market and establish itself as a strong player. In order to attract clients from overseas, it should focus on marketing its services not only in Portugal but also on the targeted countries through newsletters and wedding fairs. In addition, online promotion and digital marketing is a must in this industry and must be a focus in order to attract new clients. Market and competitors analysis should be performed yearly as the industry is extremely dynamic and trends are reshaped constantly.

Finally, in case the business grows and proves to be more successful than forecasted, SW should hire an assistant to help with the promotion, planning and coordination in order to be able to work in an efficient way with every client and to sustain the business' growth. Although it is not predicted in the five year plan, in the future it might prove fruitful for SW to acquire a space to transform into an office.

In conclusion, SW should invest on making its presence known in the market and in establishing itself as a strong player for the targeted segments by focusing on showing its quality service. Moreover, growth should be its main goal.

## 9. Primary Appendices

Appendix 1 – Table with Portuguese direct competitors' prices\*

Portuguese Competitors	Full Wedding Planning Price
Como Branco Wedding Concept	3.950,00 €
Dream Weddings Europe	2.990,00 €

Fashion Moments	1.732,00 €
La Key Events	3.075,00 €
Lucyana Sposito WP	1.845,00 €
Pratas Wedding Design	1.500,00 €
Something Beautiful	1.845,00 €
Something Borrowed	3.565,00 €
Wedlock	2.250,00 €
Rui Mota Pinto WP	3.998,00 €
Sweetest Bride	1.450,00 €
Weddings by Rita Soares Alves	3.560,00 €
TFY Weddings	2.500,00 €
The Wedding Portugal	1.845,00 €
Wedmint	2.399,00 €
Gay Wedding Planner Portugal	1.300,00 €
Average Price	2.487,00 €

\* More companies were contacted. However, in the previous table, there are present only the ones that answered.

#### Appendix 2 – Table with competitors' prices for additional services (VAT included)\*

Assistance with Marriage License	
Lucyana Sposito Wedding Planner	246€
Rui Mota Pinto Wedding Planner	250€
Something Borrowed	246€
Sweetest Bride	250€
Wedlock	246€
Average price	248€
Accommodation and Transportation	
Fashion Moments	215€
Lucyana Sposito Wedding Planner	185€

Sweetest Bride	150€
Wedlock	246€
Average price	199€
<b>Floral Design</b>	
Fashion Moments	240€
Pratas Wedding Design	450€
Rui Mota Pinto Wedding Planner	500€
Wedlock	185€
Average price	344€
<b>Organization and Coordination of Other Events (Rehearsal Dinners, Bachelor Parties, etc.)</b>	
Como Branco	615€
Fashion Moments	504€
Rui Mota Pinto Wedding Planner	750€
Sweetest Bride	450€
The Wedding Portugal	500€
Wedlock	308€
Average price	521€
<b>Honeymoon Planning</b>	
Fashion Moments	308€
The Wedding Portugal	500€
Wedlock	308€
Average price	372€
<b>Organization and Coordination of Tours around Cascais, Lisbon and Sintra</b>	
Como Branco	185€
Wedlock	185€
Average	185€
<b>Personal Shopping Service</b>	
Como Branco	246€

Fashion Moments	178€
Rui Mota Pinto Wedding Planner	250€
Wedlock	246€
Average	230€

\* More companies were contacted. However, in the previous table, there are present only the ones that answered.

### Appendix 3- Table with partnerships

Name	Activity	Selection Criteria	Offer (commission)
Adriana Morais	Photography	Professional relationship and quality	n/a*
MagmaPhoto	Photography	Client segment A/AB, quality	n/a*
Maria Rão Photography	Photography	Target, portfolio of weddings, reference in international blogs	n/a*
Nuno Palha	Photography	Decides after meeting	n/a*
Preto e Prata Produções	Photography	Quality, trust, market segment	10%
Kali Jade Photography	Photography	Did not mention any criteria	10%
Love Is My Favorite Color	Photography	Target and quality	n/a*
Menino conhece menina	Photography	Quality, variety and venues	To be defined
NJmattos Photography	Photography	Did not mention any criteria	10%
Foto de Sonho	Photography	Market segment and target, professionalism, quality and portfolio	10%
Pedro Vilela	Photography	Quality and market segment and target	n/a*
Para Sempre	Videography	Good relationship or recommendation	To be defined
Penhalta	Wedding dresses	Quality, caring and good practice	n/a*

Patrícia Gomes Cabeleireiros	Hair and Make-up	Portfolio of weddings	25%
Diferente	Decoration and Stationery	Style, quality, portfolio of weddings, responsibility and ability to commit to deadlines	To be defined
Love Stories	Decoration and Stationery	Type of company, project and quality	n/a*
LoveLab	Decoration and Stationery	Quality, portfolio of weddings, good relationship	n/a*
Amor à Portuguesa	Decoration and Stationery	Style, portfolio of weddings, experience and trust/good relationship	10%
Wise Up Weddings	Stationery	Quality and recommendation	n/a*
Martinhal	Private Villa	To be defined	To be defined
Ritz Four Seasons	Hotel & Resort	Impression after first collaboration and quality	5%
Pestana - Pousadas de Portugal	Hotel & Resort	Market segment and target, professionalism, quality and portfolio of weddings	10% Housing and 5% Food and Beverages
Páteo Velho	Catering	Decides after planning a few events with the company	n/a*
Penha Longa Catering / Forte da Cruz	Catering	Depends on the business relationship developed as well as the success of previous events	10%
Páteo Velho	Restaurant and Catering	Decides after doing a few events together	n/a*
Flow	Flowers	Positioning, trust and good relationship	n/a*
Branco Prata	Flowers and Photography	Quality	n/a*
Animafestas	Music and Entertainment	Exclusivity and number of times a company chooses Animafestas	10%-20%
Jukebox	Music and Entertainment	Concept, vision, image, presence online and quality	n/a*
MCK - Animação e	Music and Entertainment	Portfolio of weddings, time in the market, social media presence and services offered	20%

Produção de Eventos			
All you need is Love	Music and Entertainment	Portfolio of weddings	n/a*
Bolos por Gosto	Bakery	Usually works with companies that they personally know or are recommended	n/a*
Bolinhos à Medida	Bakery	Portfolio of weddings and positive recommendations	To be defined

\*n/a: The company does not use commissions



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